Canada–British Columbia

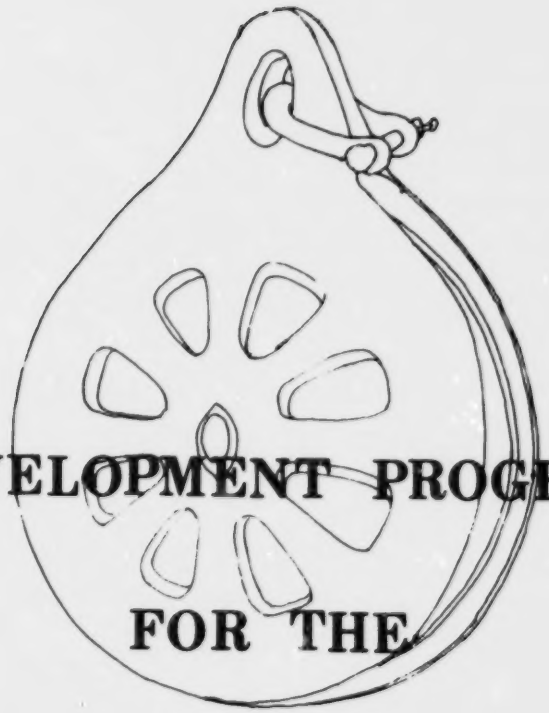
TIDSA

Travel Industry Development Subsidiary Agreement

B.C. Forest Museum Development Strategy 1983

Government of Canada / Gouvernement du Canada

Province of British Columbia



DEVELOPMENT PROGRAM

FOR THE

BRITISH COLUMBIA FOREST MUSEUM

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FOR THE

BRITISH COLUMBIA FOREST MUSEUM

prepared by:

THE ECONOMIC PLANNING GROUP OF CANADA

BAWLF COOPER ASSOCIATES

BRENDA BERCK

November, 1983

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The Consultants acknowledge with gratitude the assistance and co-operation received from the numerous government and private organizations and individuals during the preparation of this report.

The responsibility for the report as written, and all conclusions reached herein, is the Consultant's alone, and does not necessarily reflect the opinions of those who assisted during the course of this investigation and the Federal and Provincial Governments which funded the study.

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Department of Regional Expansion

Ministry of Industry and Small Business Development

Ministry of Tourism

APPRECIATION

The authors would like to acknowledge the support and guidance given by the president of the B.C. Forest Museum, Mr. Bruce Devitt. Thanks is expressed to the board of directors for giving freely of their time during preparation of this plan, with a special acknowledgement to Mr. Gerry Wellburn. Our appreciation is also given to the museum manager, Mr. Terry Malone, and his staff, particularly Ms. Varick Wagner, for their contributions of time and information. Thanks is also expressed to the many other government, industry and association representatives who were contacted during preparation of this report.

1.0 INTRODUCTION

1.1 Background

This report has been prepared to provide a development program for the British Columbia Forest Museum located at Duncan, B.C. It has been initiated by the museum board of directors and funded by the federal/provincial Travel Industry Development Subsidiary Agreement (TIDSA). It was commissioned because outside advice was deemed helpful to assess the museum's operation and future direction, specifically in the areas of site planning, marketing, operations and financing.

Over the years, the museum has been confronted with several fundamental problems. Since its opening in 1965 the museum had generated increasing patronage until 1971 when attendance levels started to stabilize, turning into actual decreases by the early 1980's. Parallelling this attendance trend has been a rapid escalation in operating costs and a growing concern about the deterioration of many artifacts in the collection.

Furthermore, the board was concerned about the museum's ability to more fully address its theme of "man and the forest." To address these issues it was felt a full scale development program was needed to guide future operations, management, marketing and site development of the facility.

1.2 Objectives

The objectives for the project as outlined in the terms of reference are:

> To develop a strategy for development and operations. More specifically to describe the museum, how it is organized and managed, and to evaluate operational effectiveness, its limitations and constraints with a view to providing guidelines and a plan for improving overall operations and development, particularly with the view of attracting more visitors.

The specific tasks to be addressed are:

- to inspect the physical plant and site areas;
- to review current work programs, proposed development schemes and on-going redevelopment schedules;

- to analyse regional tourism development programs impacting on usage of the museum;

- to analyse current user data and market trends;

- to analyse provincial and federal government programs presently affecting the daily operation of the museum;

- to hold fact gathering meetings with interested users (school districts, tourism associations) regarding projected use of museum facilities;

- to develop reconstruction and development scenarios for planning expansion;

- to develop plans for fund raising;

- to develop an operating and capital budgets for the scenarios developed in year 1, year 3 and year 5;

- to prepare an implementation procedure which shall clearly outline:

  i) overall museum concept and an acquisition plan recognizing the historical, educational and heritage nature of the museum;

  ii) the site plan;

  iii) the management and operation plan, i.e. organization structure, and staff requirements;

  iv) the development plan;

  v) the marketing plan;

  vi) the fiscal budgets needed in the areas of operation, marketing and development;

  vii) contingency plan if key requirements like budgets and personnel can not be obtained.

1.3 Scope

The intent of this project has been to outline a rational and achievable development program taking into account the museum's mandate, its market, its operating environment, and its collection. The following analysis outlines the history of the B.C. Forest Museum, its market and its operations. By design three separate planning options have been prepared, each addressing the following issues:

- physical site
- administration
- operations
- marketing
- financial requirements.

The three plan options (or more correctly development timeframes) have been intentionally melded into this one report. This format has been chosen because the three plans tend to be mutually exclusive and also complementary. Their fundamental differences being in the levels of physical development and operating requirements.

The three alternatives considered herein are a short range plan, a long range plan and a contingency plan. The short range plan covers the next one to two years and involves a consideration of the collection, a redirection of operations procedures, and an expanded marketing program. It recognizes the realities of the British Columbia economy which is expected to grow slowly heading into the mid 1980's, and intentionally targets for an increase in the proportion of revenues generated on site. Physical expansion proposals have been recommended within the confines of several criteria - namely improving museum attractiveness, improving visitor experience, streamlining operations, and maintaining a sound financial base.

The long term plan is more expansion oriented both in terms of the physical site and the museum's theme. It will address opportunities for the museum's undeveloped property to broaden the visitor's experience and/or generate revenue. Limited increases in government financial support are anticipated with financing options also including increased industry support and increased on-site revenue generation. The time horizon for implementation of the long term plan is two to five years.

The final plan considered is a contingency plan. By design the contingency plan is an "if all else fails" approach and infers no new external revenue sources are forthcoming and no changes are made to the physical site. Its intent is to address the non-capital cost items of operations, marketing, financing and theming, with the objective of increasing attendance and improving overall viability.

This plan is written to serve two distinct purposes. The first is to provide the board of directors with an overall development program designed to guide their functions over the next several years. The second is to prepare a more detailed work outline for staff providing a program of tasks and activities over the plan's time horizon. In addition to board of directors and staff, this plan is designed for two other audiences, namely Travel Industry Development Subsidiary Agreement (TIDSA) staff and potential funding agencies.

A final issue regarding the plan's scope relates to the facility's overall purpose, specifically as a museum and as an attraction. This has been a critical issue in our plan preparation because of the fundamentally different focuses. By directive we have prepared the plan from the perspective of the facility being a museum first and an attraction second. This means that it is acknowledged the facility has functions to perform that take staff time and cost money yet produce no revenue. This mainly includes preservation, stabilization and reconstruction of the collection.

1.4 History

The museum started as a private collection of logging equipment owned by Mr. Gerry Wellburn located on his property at Deerholme, west of Duncan. Mr. Wellburn had acquired a large collection of forestry equipment and Cowichan Valley memorabilia which included old logging equipment and an operating steam railway.

By the early 1960's this collection was attracting increasing visitor attention which prompted the search for a more appropriate site. The Cowichan Valley Forest Museum Society, a joint venture among the City of Duncan, the

Municipality of North Cowichan, the Village of Lake Cowichan and interested citizens was formed in 1964 and raised funds to purchase 6 ha (15 acres) at the present site. The museum opened in 1965.

An additional 4 ha (10 acres) was purchased in 1965 and another 6 ha (15 acres) parcel was added in 1968. In 1974 the provincial government purchased the property, artifacts and buildings, incorporating it as the British Columbia Forest Museum. In 1977 a further 20 ha (50 acres) were transferred to the museum bringing the total site to 36 ha (90 acres). Operations were left in the hands of the governing society responsible through a board of directors and paid staff for day-to-day operation and overall management.

2.0 OVERVIEW

2.1 Performance

The British Columbia Forest Museum, as it has evolved to 1983, contains an impressive collection of logging related equipment, machinery and artifacts. It also contains a number of examples of local Cowichan Valley history. Although currently not completely inventoried or catalogued, the collection probably includes in access of 5,000 items ranging from steam donkeys and logging trucks to native indian implements and historic photographs.

Since 1965 the Forest Museum has hosted over 620,000 visitors, starting with 16,881 in the first year of operation and rising to 41,230 in fiscal year 1982-83. Gate revenue has increased from $12,657 to $92,614 during this same time span, while revenue per head has increased from $.75 to $2.25. In percentage terms paid attendance has increased 144%, average revenue per visitor 200% and total revenue 631%. Table 1 depicts the annual breakdowns.

Over the same period operating costs have risen over ten fold from the $30,000 range up to $293,000 in fiscal year 1982-83. This dramatic increase appears to be the combined result of many factors. In the early years, up to the early 1970's, a much greater proportion of the operating costs were born by volunteer labour and donated materials. Although some materials are still donated, there is little in the way of volunteer labour today. The escalation also reflects the increased salary costs associated with becoming a provincially owned facility and the ensuing desire to become more museum oriented. Another reason for the increases are the operating costs necessitated by an aging facility requiring increased maintenance of its buildings, and collection. The increase also reflects the effects of inflation which were not particularly significant until the early 1970's.

Even though there are explanations, the fact remains that expenditures are continuing to produce an ever-widening gap over paid admissions. Table 2 depicts the trend in operating and capital costs from 1977 to date.

Table 1

NUMBER OF VISITORS AND ADMISSIONS REVENUE[1]

	NO. TICKETS SOLD			PAID ADMISSIONS	
Year	Adults	Children	Total	Total	Per Person
1965			16,881	$12,657	$ .75
1966			24,140	19,854	.82
1967			24,728	20,395	.82
1968			29,862	28,356	.85
1969	20,986	11,451	32,473	32,473	.84
1970	25,379	12,603	37,982	30,950	.82
1971	24,627	14,291	38,938	31,379	.81
1972-3[2]	22,172	12,704	34,956	27,871	.80
1974	21,312	15,267	36,579	35,376	.91
1975	21,338	12,933	34,211	35,420	1.03
1976	21,237	13,183	34,420	46,336	1.35
1977	20,959	12,738	33,737	46,992	1.39
1978	21,594	16,000	37,574	46,913	1.25
1979	22,067	16,000	38,067	51,541	1.35
1980	28,107	13,500	41,307	57,361	1.37
1981	25,369	13,611	39,423	66,591	1.69
1982	27,558	17,140	44,694	84,257	1.89
1983	27,696	13,534	41,230	$92,614	$ 2.25

1 Figures taken from records supplied by B.C. Forest Museum.

2 Fiscal year changed from calendar year to April 1 - March 31. Years 1974 to 1983 reflect this new fiscal year.

Table 2

B.C. FOREST MUSEUM EXPENDITURES 1977-1983

(Fiscal Year Ends March 31)

ITEM	EXPENDITURES AT YEAR END						
	1977	1978	1979	1980	1981	1982	1983
Salaries and Benefits[1]	105,730	128,097	135,442	128,922	175,640	196,696	215,560
Operating	45,239	68,677	44,514	37,098	51,316	68,622	78,012
Total Operating[2]	150,969	196,774	179,956	166,020	226,956	265,318	293,572
Capital	43,350	55,334	40,346	44,800	131,500[3]	66,000	27,860
Total Expenditures	194,319	252,108	220,302	210,820	358,456	331,318	321,432

1 Includes $30,000 Ministry of Forests summer students controlled at source.

2 Not included is approximate $15,000 yearly received from local government and industry in time, equipment, and material donations.

3 Includes $130,000 account set up for trestle rebuilding.

During the same seven year period total revenue generated on-site, including admissions, food concession, giftshop, interest and rents, have increased 135% from $53,579 to $125,993 for the year ending March 31, 1983. Total operating grants from all sources have increased 44% from $90,682 to $130,000. The combination has produced a total operating revenue increase of 78% from $144,261 in 1977 to $256,483 in 1983.

Perhaps most significant, however, is the relative improvement in the proportion of on-site generated revenue to the total operating budget. In 1977, $52,571 (the on-site generated revenue) represented 37.1% of total operating costs while in 1983 the on-site generated proportion had risen to 49.1%.

In addition to operating grants, the museum has successfully negotiated special capital project grants from a variety of sources. These have typically totalled between $30,000 and $60,000 per year depending on the projects. Table 3 outlines a recent historic analysis of on-site revenues, operating grants, and capital project grants.

Table 3

B.C. FOREST MUSEUM - REVENUE[1] 1977-1983

(Fiscal year ends March 31)

ITEM	INCOME AT YEAR END						
	1977	1978	1979	1980	1981	1982	1983
ON-SITE REVENUE							
Admissions	$46,992	$46,913	$51,541	$57,722	$66,591	$86,153	$92,614
Other[2] (net)	6,587	9,639	9,715	10,630	17,103	28,399	33,379
Total	53,579	56,552	61,260	68,352	83,694	114,552	125,993
OPERATING GRANTS							
Prov. Secretary	55,000[2]	60,000[2]	70,000[2]	73,500[2]	77,000	85,000	94,000
MOF	30,000	30,000	30,000	30,000	30,000	30,000	30,000
COFI	1,000	1,000	-	-	-	5,000	-
Municipalities	4,682	4,209	3,480	3,300	4,500	4,000	4,000
Hoo Club	-	-	-	-	-	1,500	1,500
C of C	-	-	-	-	-	-	1,000
TOTAL OPERATING GRANTS	90,682	95,209	103,480	106,800	111,500	121,500	130,500
TOTAL OPERATING REVENUE	144,261	151,761	164,740	175,152	195,194	236,052	256,493
CAPITAL PROJECT GRANTS							
Provincial Sec.	-	-	-	19,800	-	-	-
Capt. Cook	-	10,000	-	-	-	-	-
Trestle	-	10,600	-	-	130,000	-	-
Heritage Trust	-	-	-	25,000	1,500	-	-
Vancouver Foundation	-	-	-	-	-	25,000	-
Provincial Museum	-	-	-	-	-	41,000[3]	-
Labour							
Can. Manpower	43,350	20,810	8,009	-	-	-	17,924
B.C. Youth Power	-	13,924	30,151	-	-	-	6,140
Other	-	-	2,186	-	-	-	3,796
TOTAL CAPITAL	$43,350	$55,334	$40,346	$44,800	$131,500	$66,000	$27,860

(1) Revenues and expenses taken from financial statements and budgets. Some grouping of categories provided for convenience.

(2) Other - rentals, giftshop, concession, interest.

(3) Estimated: figure donation controlled at source.

2.2 Administration

The Forest Museum's assets i.e. land, buildings and the collection are owned by the provincial government. Charged with the responsibility of running the museum is a volunteer board of directors and a paid staff working through a provincially registered, non-profit society. This is the only administrative structure of its type in British Columbia.

The six member executive committee of the board of directors meets approximately monthly to deal with operations issues. A staff of 6½ full time persons run the museum, with a variable number of part-time summer staff hired to run programs and work on capital projects.

The full board of directors consists of sixteen voting members plus five non-voting honorary directors. Membership on the board of directors, through a by-law, restricts membership to representatives of the local governments, representatives of various provincial government ministries, plus other persons as recommended by the existing Board.

2.3 Collection

The Forest Museum houses a collection of unknown size but probably in excess of 5,000 items. These range in size from axe heads to locomotives and in chronological order from pre-European contact to the mid-twentieth century.

The museum is situated on ninety acres of treed, open, marsh and farm land. The property contains many buildings, the most significant of which are:

- train station and gift shop
- theatre and "tree" room
- logging camp including four camp buildings plus a post office and blacksmith's shop
- log diorama building
- snack bar
- washrooms (2)
- storage sheds
- locomotive repair shop
- sawmill and planer shed.

The museum also contains four separate houses:

- Administration office
- Manager's house
- Somenos farm house
- Drinkwater house.

The Forest Museum houses many items of large size. A selection of which are:

- Logging Trucks
- Road Graders
- Logging Locomotives
- Steam Donkeys
- Steam Tractors
- Tree Stumps
- Oxen and Horse Logging Equipment
- Horse Buggies and Wagons.

It also contains many hundreds of smaller tools and equipment and other forest related items such as:

- Indian artifacts
- Hand logging tools
- Photographs
- Library Books
- Logging Camp display items
- B.C. Forest Service collection.

2.4 Regional Context

The following sections of the plan deal with the Forest Museum as a single operating entity. There is a larger issue, however, which relates to the regional context within which the museum exists.

Few attractions or museums operate successfully on their own. They are components of their host community and success or failure can often be traced to the strength of these linkages. Many members of the board of directors live in the general area as do most of the staff. The personal relationships to the community and their profiles can be an asset working to the facility's advantage.

From the Forest Museum's perspective, it is a provincial museum operating near a small city on Vancouver Island. This presents obstacles to increasing the market but appears to present more serious problems within the commercial forest companies who have not recognized the facility as the official British Columbia forest museum.

From a marketing viewpoint Duncan is not noted as a traveller destination and suffers from a pass-through problem. The area is perhaps best known for its outdoor recreation, particularly lake, river and ocean fishing, and the home of Cowichan Indian sweaters. Other attractions in the area are Whippletree Junction, the Cowichan Valley Museum, the demonstration forest and saw/pulp mill tours. Development proposals having potential impact on the area generally and the Forest Museum specifically are native indian developments, downtown revitalization and possible cruise ship docking.

Regardless of the status of these plans the most obvious way of reducing the pass-through problem will likely lie in cooperative efforts of the area's tourist operators to jointly work towards improving Duncan's ability to cater to travellers. The Forest Museum could play a major role in this endeavour.

3.0 MARKETS

Markets for the British Columbia Forest Museum comprise a critical component of our analysis. This includes a review of the number of people who are in the target markets and a description of their characteristics. The intent is to match these markets with the facilities currently available or potentionally to be offered at the Forest Museum.

We have analysed the last four years of museum user surveys to produce a profile of patron characteristics. We have compared these characteristics with profiles of travellers who visit the Duncan area. A comparison is provided of several different British Columbia museums and heritage attractions relating their attendance, prices, revenues, staffing and operating seasons. Finally we have prepared a penetration rate analysis for local, secondary resident and tourist markets.

3.1 Forest Museum Visitor Characteristics

Throughout recent years patron surveys have been conducted at the B.C. Forest Museum. These were personally administered by museum staff during selected periods in July and August. We have utilized surveys conducted since 1980 for our analysis up to and including results of the 1983 survey. See Table 4.

It is noted that the sample sizes, although small, are statistically sufficient to indicate trends. It is also noted that this analysis is representative only of July-August visitors which comprises approximately 55% of total patronage. Spring and fall user characteristics are expected to be somewhat different mainly because of the higher proportion of local residents and school tours.

Origin: Vancouver Island contributes about four out of ten visitors to the museum although a reduction has occured as of 1983. Typically other B.C. makes up about 1/5 and other Canada slightly more, while USA and international

visitors constitute up about 20%. As of 1983 there appears to be a minor decline in Vancouver Island residents and other Canadians while other B.C. residents have increased. Of Vancouver Island residents, those residing in Greater Victoria make up the largest proportion with the Duncan area second.

Party Size: Number of people in the visiting party has been getting smaller over the last three years. Party size has dropped from 5.5 persons in 1981 to 4.2 in 1983.

Travel Direction: Most visitors to the museum are arriving from the south (northbound) varying between one-half and two-thirds of all visitors.

Advertising: Word-of-mouth and highway signage continue to be the most notable method to inform people about the museum. Brochures appear to have dropped in significance.

First Visit: First visits continue to dominate although return visitors are increasing in significance. Between 1980 and 1983 repeat visits rose from 30% to 35%. In fact, due to multiple visits, the average number of visits by those coming more than once was 4.2.

Facilities: The train continues to be the most enjoyable aspect of the museum although its significance is decreasing. The train was mentioned by 53% of visitors as the most enjoyable aspect of the museum in 1980 and by 1983 it had dropped to 28%. The museum building was the second most noted facility followed by the outdoor machinery and equipment exhibits. The category labelled "other" includes such items as the grounds, staff, sawmill, and gift shop, etc. Also, several persons indicated they liked "everything."

Reason for Visiting: The interpretation of this question appears to have changed over the years although the significance of the train as a draw remains high. Those planning a visit, presumably because of seeing a brochure, advertisement, or acting on a recommendation is regularly noted. Furthermore, the proportion of people returning appears to be growing. The category titled "curiosity" includes people who saw the signs, the train etc. and decided to see what the museum had to offer.

Rating: The museum has improved significantly in the eyes of visitors. In 1980, 73% rated the facility as good, very good or excellent and by 1983 this figure had risen to 97%. During the last year visitors were also asked to rate the facility as a museum, an attraction and overall value for money. The comparisons are as follows:

	Museum	Attraction	Value
Excellent	54%	43%	54%
Good	43	51	38
Adequate	3	5	4
Fair	-	1	3
Poor	-	-	1

Improvements: There is a wide range of improvements suggested although most are mentioned by less than 10% of visitors. (Between 36% and 47% had no suggested improvements.) The most notable and most consistant requests are for more explanation of exhibits and machinery demonstrations. These both fall in the 7% to 12% range. Success is noted in the reduced reaction to the need for additional exhibits and for grounds improvements.

Time Spent: new question this year asked the amount of time spent on the grounds. The average is 2.25 hours.

Table 4

B.C. Forest Museum User Survey Analysis

DESCRIPTION	1980	1981	1982	1983
Surveys Conducted	149	200	346	300
Survey Days	4	8	14	36
ORIGIN				
Vancouver Island	40%	35%	41%	36%
Other B.C.	16	16	14	21
Other Canada	27	25	24	22
USA	10	14	12	12
Other	7	10	9	9
	100%	100%	100%	100%
VANCOUVER ISLAND BREAKDOWN				
Greater Victoria		39%	45%	44%
Duncan and area		30	20	29
Ladysmith/Chemainus	NA	7	8	8
Nanaimo/Parksville		16	9	14
Other		8	18	5
		100%	100%	100%
PARTY SIZE				
Adults		3.9	3.1	2.6
Children	NA	1.6	1.8	1.6
Total		5.5	4.9	4.2
DIRECTION TRAVELLING				
North	67%	53%	53%	61%
South	33	47	47	39
HOW HEARD OF THE FOREST MUSEUM				
Highway Signs	29%	34%	34%	28%
Word-of-Mouth	24	25	33	34
Passed Before/Repeat Visit	18	-	9	22
Brochure	15	16	15	9
Other	14	25	9	7
	100%	100%	100%	100%
FIRST VISIT				
Yes	70%	63%	66%	65%
No	30	37	34	35

	1980	1981	1982	1983
ENJOYED MOST				
Train	53%	47%	28%	28%
Museum Building	21	14	13	17
Setting/Space	17	13	2	8
Machinery/Equipment	19	11	15	10
Bunkhouses/Camp	5	4	4	6
Tour	5	4	3	3
Handcar ride	7	3	–	6
Other	4	34	35	22
	100%	100%	100%	100%
REASON FOR COMING				
Planned visit	6%	6%	32%	19%
Interest	29	21	7	17
Train	14	20	10	14
Children	9	12	8	10
Bringing guest	8	8	13	–
Recommended	–	11	10	–*
Returning	5	7	8	19*
Curiosity	12	10	7	20*
Other	17	5	5	1
	100%	100%	100%	100%
RATING				
Excellent	18%	12%	42%	54%
Very Good	27	22	41	43
Good	28	27	16	
Average	9	28	1	3
Below Average	2	4	–	–
	84%	93%	100%	100%
IMPROVEMENTS OR ADDITIONS				
None	46%	36%	47%	36%
More explanation of exhibits	7	11	11	12
Machinery demonstrations	10	8	10	8
Additional exhibits	9	6	2	3
Grounds improvements	5	6	–	4
Childrens activities	–	7	4	6
More restoration	3	4	4	–
More publicity	3	2	3	3
More "climb on's"	–	4	2	4
Better eating facilities	3	2	–	23
Other	14	14	17	–

*Change in 1983 survey format has resulted in some grouping of response categories.

3.2 Duncan Visitor Characteristics

Characteristics of visitors to the Duncan area have been assessed because of the need to know whether these travellers are looking for the kinds of experience which can be offered at the Forest Museum. Our attempt has been to compare visitor profiles with the characteristics of the target markets currently visiting the museum.

The data source for this information is a major survey of visitors to British Columbia conducted during the spring, summer and fall of 1979. Although somewhat dated, and dealing only with out-of-province visitors, the ability to isolate survey results for the Duncan area allows a useful degree of refinement. It is also expected that the volume figures are still reasonably appropriate, as downturns in tourism during 1981 and 1982 have virtually nullified the increases registered in 1979 and 1980.

We have attempted to provide a detailed look at market characteristics since the thrust of both the marketing plan and site concept plan stem from knowledge of Duncan's visitors and their cultural, historical and entertainment preferences.

The following analysis relates to non-British Columbia residents who comprise approximately 45% of the Forest Museum's market. It compares travellers in four categories:

- those travelling between Victoria and Nanaimo
- those overnighting in Duncan
- those visiting Vancouver Island
- those visiting British Columbia

These categories were chosen to allow comparisons of the characteristics of travellers in the Duncan area with the Vancouver Island and British Columbia averages. The complete results are presented in Table 5.

Origin: Duncan gets a larger proportion of Alberta residents than is typical of Vancouver Island. It also attracts a slightly larger international market and a smaller US market.

Party Size: Duncan gets a larger proportion of persons travelling alone with approximately one-half travelling in couples. Together these two categories combine for over two-thirds of overnighting traffic, approximately the same as on Vancouver Island generally.

Party Composition: Adult couples are 50% of the market while parties with children are a low 14%. Groups of three or more adults constitute one travel party in five. The family figure is much lower than is typical in British Columbia, where nearly one-quarter of travel parties include children.

Purpose: Pleasure travel is by far the main reason for visiting although combined business and pleasure constitute a relatively high 11% for those overnighting in Duncan.

Transportation: Automobile travel makes up nearly 60% of all transportation modes with recreational vehicles comprising a further 10-16%. This is comparable across all four market segments.

Length of Stay: Typical length of stay on Vancouver Island is 2.4 nights. Longer stays (3+ nights) are more common among Duncan visitors than are reported elsewhere on the Island.

Expenditures: Per party expenditures are somewhat less for Duncan area visitors than occurs generally on Vancouver Island. Forty-five percent spend less than $100 (1979) while another one-third spend between $100 and $200.

Activities: Visiting friends and relatives is by far the most important reason for people visiting Duncan. Six out of ten people cite this as the main reason for visiting while 71% indicated it was something they did while in Duncan. Other important activities include sightseeing, shopping, festivals/events and fishing.

3.3 Museum Comparisons

To assess the recent performance and financial evaluations of B.C. museums we have prepared some comparisons. We have compared the operations of the B.C. Forest Museum with three other resource or industry sector museums and three heritage facilities. There are striking similarities in these comparisons.

TABLE 5

CHARACTERISTICS OF OUT-OF-PROVINCE VISITORS

(1979)

DESCRIPTION	(1) TRAVELLING BETWEEN VICTORIA & NANAIMO	(2) OVERNIGHTING IN DUNCAN	(3) VISITING VANCOUVER ISLAND	(4) VISITING BRITISH COLUMBIA
ORIGIN				
Alberta	21%	30%	18%	33%
Other Canada	23	20	16	14
Washington	11	18	18	18
California	19	9	20	11
Other USA	17	14	21	18
International	9	9	7	6
	100%	100%	100%	100%
PARTY SIZE				
1	12%	22%	15%	21%
2	56	50	51	47
3	11	13		11
4	12	8	NA	13
5-7	7	7		9
8+	2			
	100%	100%	100%	100%
PARTY COMPOSITION				
With Children		14%	22%	23%
1 Adult Alone	NA	15	15	20
2 Adults		51	51	47
3 or more Adults		20	12	10
		100%	100%	100%
PURPOSE				
Business	2%	5%	3%	10%
Pleasure	93	83	90	82
Business/Pleasure	4	11	7	6
Personal Service	1	1	-	2
	100%	100%	100%	100%

CHARACTERISTICS OF OUT-OF-PROVINCE VISITORS (cont'd)

TRANSPORTATION	TRAVELLING BETWEEN VICTORIA & NANAIMO	OVERNIGHTING IN DUNCAN	VISITING VANCOUVER ISLAND	VISITING BRITISH COLUMBIA
Automobile	58%	57%	60%	60%
Rec. Vehicle	16	10	10	15
Bus	2	2		2
Boat	0	1	8	3
Train	2	3		1
Aircraft	20	25	22	19
Other	2	2		1
	100%	100%	100%	100%
LENGTH OF STAY				
1 night	15%	11%	25%	17%
2 nights	21	19	27	19
3	15	15	15	14
4	11	12	9	10
5-7		19	12	19
8+		24	12	21
	93*	100%	100%	100%
*7% do not stay overnight				
EXPENDITURE PER PARTY ON VANCOUVER ISLAND				
0 - $50	15%	20%	15%	14%
$51 - $100	22	25	21	17
$101 - $200	29	36	29	24
$201 - $400	21	13	22	23
$401+	13	6	13	22
	100%	100%	100%	100%
MOST IMPORTANT ACTIVITY				
Visiting Friends and Relatives		60%		28%
Business		10		12
Passing Through		2		11
Sightseeing	NA	19	NA	20
Festival/Event		2		3
Camping		3		4
Other		4		22
		100%		100%

CHARACTERISTICS OF OUT-OF-PROVINCE VISITORS (cont'd)

ALL ACTIVITIES*	TRAVELLING BETWEEN VICTORIA & NANAIMO	OVERNIGHTING IN DUNCAN	VISITING VANCOUVER ISLAND	VISITING BRITISH COLUMBIA
Visiting Friends and Relatives		71%		43%
Business		15		15
Shopping		40		41
Passing Through		16		21
Sightseeing	NA	66	NA	63
Swimming		12		22
Festivals/Events		38		32
Camping		19		21
Boating		20		10
Fishing		30		12
Other		21		11

*Totals add to more than 100% due to multiple responses.

Most notable is the fact attendance declines are a general museum problem in British Columbia. In three of the facilities contacted, attendance peaked in either 1980 or 1981. In the Agricultural Museum (Fort Langley) and the Maritime Museum (Victoria) declines have been occurring throughout the six years measured. Heritage Village in Burnaby opened three months earlier in 1982 than 1981 to register a higher 1982 attendance.

Also notable is the range of attendance among the facilities. The one federal property attracts the greatest number of visitors while it is also the least expensive. The others, with the exception of the Agriculture Museum range between 20,000 and 60,000 with the 1982 average being 37,425.

Entrance charges are comparable, particularly for the commercial facilities where charges range from $3.00 at Heritage Village to $4.50 at the Museum of Mining. Children, student and senior citizens are all reduced in relatively similar amounts from the adult price.

Budget figures show a considerable range from under $100,000 for the Agricultural Museum to nearly $800,000 for Heritage Village. The average budget figure is approximately $300,000. With only one exception (Museum of Mining) grants from one source or another make up the largest single resource revenue. When grants are compared to all site generated revenue including admissions, food/beverage and gift shop sales, the O'Keefe Ranch does better than the others.

Employment ranges considerably depending on the facility's season and ownership. Fort Langley, a federal heritage development employs the most persons with Heritage Village, a municipal facility, having the next highest number of full-time staff. Part time staff includes persons working as full-time seasonal and as part-time seasonal employees.

Asset values are difficult to compare for heritage facilities because of the nature of the assets, particularly the collections. We have compared figures that are either taken from financial statements or from manager estimates. Most facilities listed are in the $2,000,000 to $4,000,000 range.

Table 6

MUSEUM OPERATIONS COMPARISONS

(1982 or 83)

Descriptions	B.C. Forest Museum	B.C. Museum of Mining	Farm Machinery Museum	Maritime Museum	O'Keefe Ranch	Fort Langley	Heritage Village	
Location	Duncan	Britannia	Ft. Langley	Victoria	Vernon	Ft. Langley	Burnaby	
Attendance								
1978	37,600	39,000	10,300	30,087	26,000	79,000		
1979	38,100	45,000	10,100	27,224	26,000	79,000	NA	
1980	41,600	45,600	9,700	23,163	25,700	86,800		
1981	39,400	39,000	8,500	21,825	37,550	78,300	47,000	
1982	41,400	32,000	8,500	22,225	28,500	73,500	63,000	
1983 (est)	40,000	27,000	8,000	21,000	30,000	70,000	60,500	
Entrance Charges								
Adults	$3.50	$4.50	$1.00	$2.00	$3.50	$1.00	$3.00	
OAP	2.50	2.50	.50	.75	2.00	free	1.50	
Students	2.50	3.00	-	.50	2.00	1.00	1.50	
Children	1.75	2.50	.25	.50	1.00	.50	-	
Family	$9.00	$18.00	$2.00	-	-	$2.00	$7.00	
Revenue								
Gate	$ 92,600	$107,000		$ 35,000	$ 47,300		$123,600	
Food/Beverage (net)	9,800	2,000		-	9,100		57,800	(gross)
Gift Shop (net)	13,400	12,000		12,000	19,700		45,000	(gross)
Grants	157,800	83,000	NA	72,000	51,500	NA	528,700	
Interest	2,800	5,000		12,000	-		-	
Other	7,400	18,000		4,000	1,000		26,400	
	$283,800	$237,000	$50,000 (est)	$135,000	$128,600	$500,000(est)	$781,500	
Operating Season	May-Oct.	April-Nov.	March-Dec.	All year	May-Sept.	All year	March-Dec.	
Employment								
Part Time	10-50	16	2	2	25	3	13	
Full Time	6½	5½	0	6	3	21	9	
Asset Value (est)	$2,500,000	$300,000	$1,000,000	$4,000,000	$2,000,000	$3,000,000	$2,000,000	

3.4 Market Penetration Rates

The market penetration rate is defined as the proportion of people who visit the museum as a percentage of those who could visit, i.e., attendance as a percentage of population. This technique is regularly used in development planning of attractions but is not widespread for museums. Analysis for the forest museum is separated into two categories of resident (Vancouver Island) markets and a single category for the tourist or off Vancouver Island market.

The local or primary market is defined to be within a 100 km (60 mile) radius or 1½ hours driving time. This basically includes the three southern Vancouver Island regional districts of Capital, Cowichan Valley and Nanaimo. The 1981 population for these areas totals 373,814. The secondary resident market includes the remainder of Vancouver Island and totals 109,007 persons (1981). (See Appendix A.)

The non resident category includes tourists visiting Vancouver Island. For analytical purposes we have compared all visitors to the Island with those known to have visited the Duncan area. Due to the lack of accurate information on visitor use of the Duncan area we have made estimates based on existing sources. These sources include Visitors 79, a survey of visitors to British Columbia conducted in 1979, and an analysis of highways traffic counts. Details of these assumptions and calculations are included in Appendix B.

The summary of these analytical methods of estimating traveller volumes between May and October are as follows:

Source		Description	Result
I	Visitors '79	Parties overnighting in the Duncan area	28,000 parties
II	Visitors '79	Parties travelling through the Duncan area	116,000 parties
III	Accommodation Analysis	Parties overnighting in the Duncan area	26,400 parties
IV	Highways traffic	Discretionary traffic passing through the Duncan area	144,000 parties

Table 7

B.C. FOREST MUSEUM MARKET PENETRATION

MARKET	MARKET SIZE (Persons) 1981	ATTENDANCE BY MARKET[1] 1982	NUMBER OF VISITORS 1981	MARKET PENETRATION (Attendance as a percentage of market)
Primary Local Market (up to 1½ hours)	373,814	40%	16,567	4.4%
Secondary Resident Market (1½ to 3 hours)	109,007	5%	2,071	1.9%
Tourist Market (off Island residents)				
Visitors to Vancouver Island	1,617,000[4]			1.4%
(or)		55%	22,780	
Visitors to Duncan area	377,725[3]			6.0%
Total[5]			41,418[2]	1.9%

1 Figures from July/August user survey adjusted to reflect entire season

2 Paid attendance only

3 Average estimated visitor traffic on Highway 1 passing museum: (116,000 + 144,500)/2 = 130,250 x 2.9 = 377,725

4 Estimated 2.31 million Vancouver Island person-trips with 70% generated from off-Island

5 Total penetration rate does not include "Visitors to Duncan" figures

Table 7 depicts the market penetration results. The primary local market has a penetration rate of 4.4% and the secondary local market 1.9%. The tourist or off Vancouver Island markets produce penetration rates of 1.4% for total Island visitation and 6.0% for those persons visiting the Duncan area. Total market penetration is 1.9%.

In absolute terms these figures are useful to compare the facility's attractiveness among various segments of the market. They suggest that the museum is more than twice as successful in attracting its primary market as it is within its secondary market. It also indicates that penetration of Duncan visitors (6.0%) is one-third higher than that for the local market (4.4%).

Unfortunately relative comparisons with other museums and attractions cannot be made because their patronages by market area is not known. However, our approach has been to assume that it is possible to increase these penetration rates based on the strengths of the forest museum. The major variables which affect attendance patterns and projects are outlined in Table 8.

Table 8

FOREST MUSEUM ATTRACTIVENESS

Variable	Comment
Available resident markets	Large, relatively stable market on southern Vancouver Island
Tourist market	Vancouver Island a proven attractive travel destination
Competing attractions	Very few competitive man-made attractions between Victoria and Nanaimo
Access	Excellent highway access to north and south Excellent ferry service to points north (Nanaimo) and south (Victoria)
Museum Concept	Indigenous to the Duncan location Interesting to adults Educational and interesting to children
Weather/Climate	Fairly dependable warm summer weather Usually mild spring and autumn weather Mild but wet winter weather
Availability of tourist services and complimentary facilities	Basic accommodation available in Duncan Few other man-made attractions
Advertising and Promotion	Brochures fairly widely distributed Some problems with stocking Print advertising limited Electronic media not widely used
Location and Site	Very appealing treed, open, waterfront and marsh property

3.5 Market Observations

Analysis of the museum's market has produced a number of observations which will be useful in guiding future Forest Museum plans. These factors are fundamental to preparation of not only the proposed marketing plan but also the development program. The following is a commentary of several of the most significant observations.

- Vancouver Island residents make up a sizeable proportion of the museum's current visitors but penetration rates could be increased. This market deserves particular attention because it is easily accessible, has a proven history of interest in the museum, and is captive on Vancouver Island. Tourist or non-Island residents also offer good potential for increased attendance. The rational for improving this market stems from the large volume of visitor traffic passing the museum on Highway 1, the lack of competing attractions in the area, and the strength of the park-like setting. Also noteworthy is the traveller desire for festivals, events and cultural attractions. As measured in the Visitor '79 traveller survey, 32% of all respondents mentioned these as activities they like to pursue while travelling in British Columbia.

- The flow of traffic immediately adjacent the museum property presents another marketing opportunity. Well over one-half of all visitors arrive from the south while highways statistics indicate significantly more traffic is coming from the north. This is particularly noticeable in July and August when there is nearly twice as much southbound traffic as northbound. (See Appendix B). This fact combined with the importance of highway signs as a method of informing people of the museum suggests an enlarged role for signage. This is particularly true to the north where a left hand turn across two lanes of oncoming traffic is necessary.

- Return visits appear to be on the increase. This is a significant development, possibly suggesting that recent facility improvements are already having beneficial effect. The trend should continue to be monitored.

- The train continues to be the single most enjoyed feature of the museum. Even though it is costly to maintain and operate, its role as an attraction is well documented. Its attraction actually has two interpretations as it is both a major component of the museum visit and also a draw to the museum because of its proximity to the parking lot and highway.

- Visiting friends and relatives rates very high as an activity pursued by Duncan visitors. Also a surprisingly small proportion of out-of-province visitors are travelling with children. The marketing plan should address these issues attempting to get Duncan residents to bring their visitors, and tailoring some programs to an adult market.

- Duncan is in a good location to attract day visit traffic from Victoria and the Nanaimo/Parksville area because of its easy driving distance. It is somewhat less desirable for through traffic because there are few reasons for the visitor to stop except for food and gasoline. Cooperative programs may be possible with selected accommodation, food or gasoline outlets encouraging the traveller to visit the Forest Museum.

- Visitors to the museum have made a number of suggestions regarding improvements or additions. Most of these comments are fairly easily achievable and could go a long way towards improving the visitor's experience, increasing the length of stay, as well as providing an expanded draw and a reason for repeat visits. These items include improved interpretation, machinery demonstrations, and grounds improvements.

- In terms of British Columbia's heritage attractions, the last three years have been difficult with all facilities contacted registering static or declining attendance. The Forest Museum has performed better than the average. Development plans and marketing approaches will have to address this general British Columbia trend.

- Based on the museum's physical resources, the significance of the theme, generic interest in the collection, and proximity to markets, an increase in penetration rates appears reasonable. This includes the resident and tourist markets.

- Perhaps the most significant marketing observation is that the museum is basically perceived as a good quality facility, rated very highly as a museum, an attraction, and in providing value for money. This degree of acceptance is of crutial importance as it infers the marketing strategy will not have to overcome negative perceptions.

4.0 DEVELOPMENT PROGRAM

4.1 Rational

The B.C. Forest Museum is in the position in its evolution to have had nearly twenty years of continuous operating history. During that time the museum's future focus and mandate must have received considerable debate. Our review of the files and minutes revealed discussions of development issues in the late 1960's and throughout the 1970's that we have been asked to address in 1983.

Over the years a number of these issues have been addressed in a preliminary plan dated 1975, another plan dated 1978 plus a selection of more recent observations. (From a folder of information supplied by the Museum president.) Some new development has occurred in the interim but there has never been an organized, full scale development plan put in place. New buildings, expansions and new exhibits have evolved but it is difficult to trace the rational behind their existence. By the same token, many things have been planned but for various reasons, usually lack of financing, they never were built.

Our intent here is to describe the framework in which the Forest Museum can be expanded. Our suggestions stem from the market analysis and are basically geared to two specific tasks:

- allowing the facility to function more efficiently as a museum, and
- allowing the facility to become a more significant attraction on Vancouver Island.

Our plan has been described in these terms because it does not fit the definition of a concept plan, a master plan or a development plan. In fact, it possesses elements of all three. It is a concept plan in its reference to themes, physical resources, the collection, and the museum's mandate. It is a master plan in its dealings with access, visitor profiles, carrying capacity, markets, facilities, services and constraints. It has elements of a development plan also, specifically in the areas of development options, funding, project scheduling and development proposals. It is the development plan component of our analysis which follows.

We have carefully reviewed the constitution of the Forest Museum because of its potential implications for future direction. Although the present collection does not fully respond to the mandate as expressed we have taken the constitution as a given. The following is a synopsis of the museum's goals and objectives as stated in the constitution.

OVERALL GOALS

- To preserve, maintain and operate the museum as a memorial to the forest industry pioneers
- To illustrate the relationship of man and the forest environment
- To develop a living museum

EDUCATIONAL OBJECTIVES

- To stimulate interest in forest industry history
- To inform the public about progress and significance of the forest industry
- To educate students about the forest industry
- To promote appreciation of the value and significance of the forest industry
- To encourage the study of forestry
- To exhibit the collection

OPERATIONAL OBJECTIVES

- To operate revenue producing centres to enhance operation
- To acquire related objects for display
- To acquire land, and other assets, as required
- To cooperate in the protection of forests, fish and wildlife
- To encourage conservation of natural resources.

In preparing the following development program we have based it on our estimation of the operating environment within which the Forest Museum will function. This includes our assumptions regarding markets, the economy, government support and development plans. Our basic assumptions are as follows:

- The economy of British Columbia has bottomed out of its recession as of early 1983 and economic growth remains slow and stable over the five year development horizon of the Forest Museum.

- Unemployment rates do not rise above the peak levels recorded in the early 1980's.

- Government financial support continues in absolute or relative terms proportionate to historic contributions.

- Access to the museum is not restricted either by highway or ferry.

- The museum's staff complement remains at least at current levels and assistance programs continue for part-time staffing.

- The museum's mandate as set out by constitution continues to be an appropriate framework within which to formulate this plan.

Our development program is also based on a number of facts or givens which have guided our plans. These are outlined below.

The market for heritage attractions and museums appears to be on the decline in British Columbia, based on our evaluation of six other facilities. The reasons are many and varied but some common elements appear to exist. The declines do not appear to be reflecting the economy as declines occurred during the fast growth 1979 to mid-1981 period, as well as through mid-1981 to end of the 1982 recession. The only increases noted in the comparisons have taken place for definable reasons. The O'Keefe Ranch built and opened a major reception/administration/food service building in 1981. Heritage Village opened two months earlier in 1982, while the B.C. Forest Museum seems to be benefiting from a more consistent management and a tidier, more attractive site.

We offer speculation that one of the reasons for this general decline in heritage attraction attendance is competition for the recreation/entertainment dollar. Since the declines go back several years, it partially coincides with the 1970's expansion in leisure and recreation facilities. During this period movie theatres have enjoyed new growth, outdoor and indoor recreation activities have increased in popularity, and new forms of family and youth entertainment such as water slides have become popular. In total, these activities and facilities could be deriving a larger share of discretionary spending (which has remained relatively constant), to the detriment of museums and heritage attractions.

Since the Forest Museum does not generate surplus revenue, its development plans will most likely be met by outside funding sources. A number exist which are applicable to the Forest Museum. However, the timing of our suggested development program will be made somewhat more difficult because these programs should be tapped when they are available. This means that some compromises will likely be necessary at the board of directors level in implementing our plan, in order to take advantage of funding programs for capital projects.

For this reason we have chosen to label our forecast years numerically instead of by date. It also infers that the objective to have completed a certain level by year 5 is more important than the sequence of events leading to this desired year 5 target.

Conceptually, and thematically the Forest Museum layout possesses some problems. Although the necessary pieces are there, the facility does not adequately tie them together into a meaningful story. As will be addressed at greater length later, the entrance needs improvement. So also do the thematic areas, particularly milling, harvesting, transportation and lifestyle. Linkages are also necessary to carry the visitor from one area to the next. All thematic areas should be visible from the train and accessible on foot with a progressive linkage of areas. The train should provide a transportation service from the entrance to the lower display areas as well as being a form of entertainment.

The carrying capacity of the property needs to be assessed. This includes the limiting factors of parking, theatre and washrooms plus an evaluation of the property's comfortable carrying capacity. That is, the attendance at which the visitors level of satisfaction noticeably decreases due to congestion. It also refers to the physical capabilities of the site and collection to withstand increased traffic.

A number of functions specific to the facility's museum orientation need to be continued, and in fact expanded, if the Museum is to meet its objectives. These functions include the preparation and maintenance of an inventory, continued conservation undertaken on a priority basis, and making the necessary additions to the collection as needed.

Attractions typically enjoy increases in attendance for the operating season immediately following the addition of new facilities. Attendance usually levels out in the following years until another addition is made, causing another jump in attendance. With a marketing program to match, this trend could be expected at the Forest Museum. In order to meet attendance goals the overall development program will aim at adding a new feature, building, or program each winter over the five year development timeframe.

A final important point to this preamble is the fact that many of these recommendations are not original. They may have been suggested by board members or staff and may have been incorporated in earlier written reports. What makes them noteworthy is that they were recommended but not necessarily endorsed or implemented. Should our recommendations be endorsed they should become the basis of a work program ratified by the board of directors and acted upon by staff.

4.2 Theme

Theming of the B.C. Forest Museum is an issue which requires considerable attention. The constitution and all early documentation refer specifically to a theme of the museum as "Man and the Forest". The B.C. Forest Museum Policy document written May 1968, revised February 1979, further refines the theme to man and the forests "within British Columbia".

In attempting to rationalize the theme we utilized a number of information sources. These include the constitution, the museum policy (1968 and 1979), plus our personal discussions with board members, staff and other key individuals. We have prepared a checklist which outlines the general areas which a "man and the forests" theme could cover, and have applied a rating scale depicting the degree to which each item is currently addressed.

As can be seen from Table 9 the logging aspect of the "man and the forests" story is by far the most heavily addressed theme. Perhaps as noteworthy is the degree to which the logging theme has focussed on transportation,

Table 9

B.C. FOREST MUSEUM THEMES

THEMES	RANK	SUB-THEMES			ILLUSTRATIONS
Natural History	1	Evolution of Forests	1		Foresters Walk
		Tree Growth	1		Tree Butts
		Species Identification	2		Marshes
		Inter-relationship with Environment	2		Dioramas
Logging	3	Harvesting	3		Tools
		Native		1	Equipment
		Hand Logging		1	Machines
		Steam		3	Dioramas
		Gas		2	
		Transportation	3		Rolling Stock
		Horse/Oxen		1	Locomotives
		Railway		3	Trucks
		Road		2	Road Building Equipment
		Lifestyle	2		Logging Camp
		Early		2	
		Evolution		1	Farm
Conversion	1	Sawmill	2		Shake Splitting Milling
Uses	1	Lumber	2		Buggies
		Fuel	0		Canoes
		Pulp/Paper	0		
		Finished Products	1		
		Wood Technology	0		

	Ranking Scale
3	Theme well addressed and story fully described
2	Theme partially addressed but story incomplete
1	Theme initiated but not adequate to tell story
0	Theme not covered at all

particularly the steam era. The other notable feature of how the existing displays illustrate the theme is that they are predominantly coastal in origin.

Although they are not deviations from the stated objectives of the museum their emphasis is a concern. This emphasis is, however, understandable given the history and evolution of the facility. Given that a large proportion of the museum's artifacts came from the private collection of Mr. Gerry Wellburn, they reflect the era in which he had been involved. The emphasis on large steam and gas powered equipment also depicts a particularly impressive and interesting era in the forest industry. Although this does not fulfill the museum's mandate it remains appropriate in our opinion because it represents an element of the theme rather than a deviation. We suggest management resist attempts to alter the constitution and leave "man and the forests" as a long term goal, but work towards improving the story of logging on the short term.

Working towards this final goal should be a considerable challenge as its completion will be well beyond the five-year time horizon of this plan. This is because the complete "man and the forests" theme is a multi-million dollar theme having implications that would require commitments from a large number of outside agencies. Because they are outside the museum control, we have chosen to concentrate on those areas which the museum can effect.

Discounting the eventual orientation of the museum i.e. greater than five years, we have tried to assemble needs in groupings by priority. Our first priority items fall into a category best described as <u>consolidation</u> or housekeeping. This involves a collection of requirements in the operations and maintenance area.

The next category of development is actual facilities, structures or buildings that are recommended. These are items considered to be operationally important and will have an impact on visitor enjoyment and revenue generation. They will allow a more complete portion of the story to be told and will improve operation.

The third category considers infrastructure requirements brought about by the first two levels of development. It includes items which improve access, parking and visitor comfort. It also addresses the issues of visitor safety in terms of fire protection and security.

The existing configuration of facilities are outlined on the following plan. See Plan 1 - Existing Site Plan.

4.3 Thematic Areas

Based on the objectives of the museum as established by constitution, and based on the existing collection, we have prepared a conceptual site plan. To improve chances of successful implementation we have based our planning on what currently exists in terms of buildings and displays rather than starting the plan from scratch. The orientation and connections among our proposed thematic areas are depicted on Map 2 - Thematic Zone Site Plan. Our proposed thematic orientation of exhibits is fundamentally the same as the existing layout but we have attempted to consolidate the areas and improve their linkages. The following description traces the areas sequentially through the property in order of visitor use.

The northwest portion of the property contains the parking lot and the entrance to the grounds. The entrance precinct contains the administration, visitor orientation and controlled environment display areas. Funnelled through this area, the visitor has the option of utilizing the steam railway transportation, visiting the "Lifestyle" area housing the logging camp or the Natural History / Forester's Walk area.

Railway transportation by its nature is a theme (although not static or relegated to one geographic area). It is also a mode of transportation, a form of entertainment, and a natural link among the other thematic areas.

The Lifestyle Area is a major element of the overall theme and one having appeal to all segments of the market in terms of age - sex. It is made up of the existing logging camp and can be augmented by the Forest

NORTH
1.
EXISTING
SITE
PLAN
FEET 0 50 100 200 300
METERS 0 50 100

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B.C. FOREST MUSEUM DEVELOPMENT PLAN

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ARCHITECTS AND ENGINEERS

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Service display. The latter would contain the lookout, the forester's station and the Forest Service collection (currently in storage on the property).

The Natural History Area is represented by the forest and accessed by Forester's Walk. It is a focal point because it has to be utilized and fitted into the plan "where it grows." In its location it provides a functional link between the entrance and lifestyle areas to the main outdoor display area to the east.

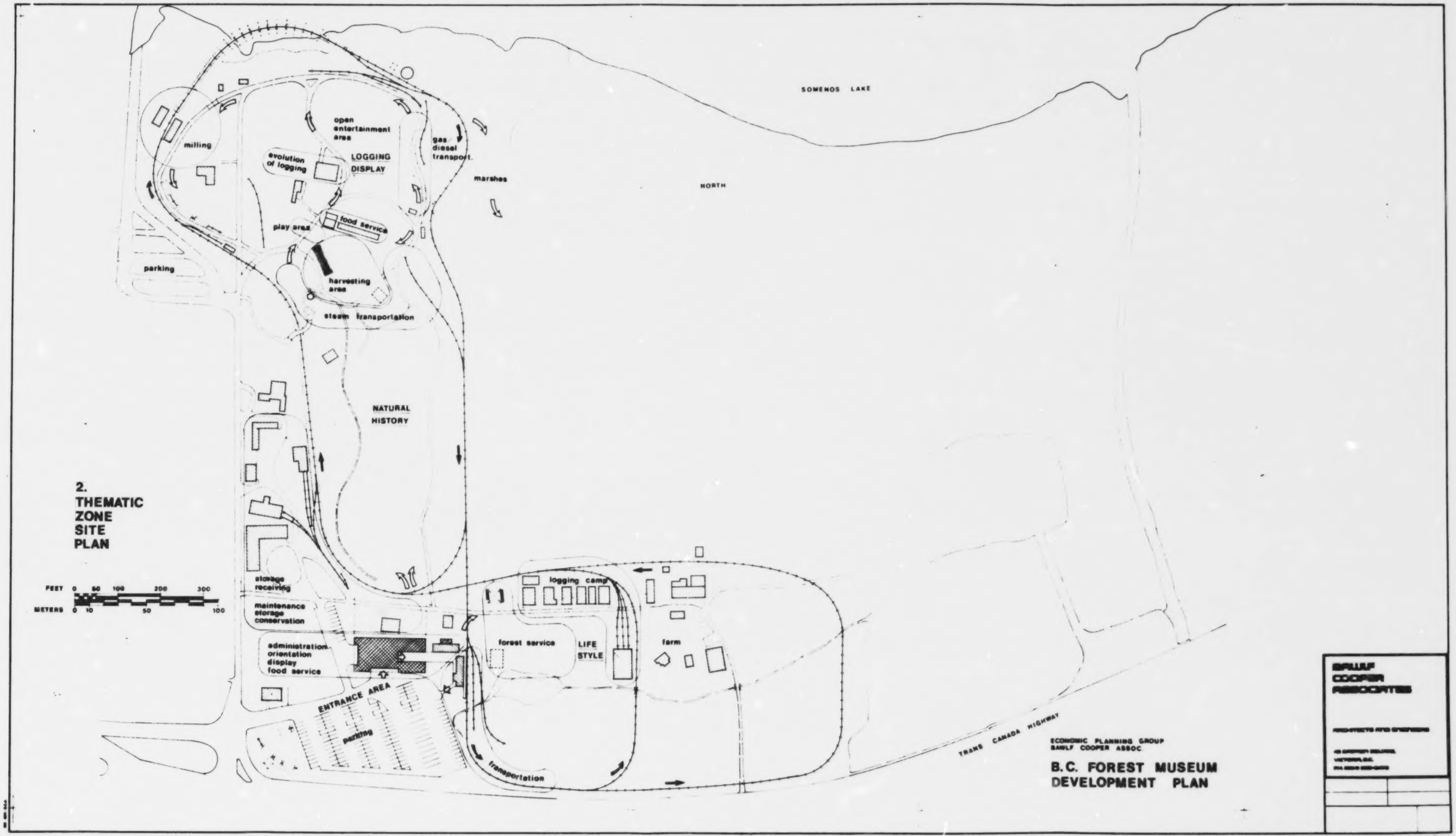
Since logging has been and probably should remain in the backbone of the overall theme, and the equipment is already located in this area we have worked within this constraint. It works well with a proposed refinement separating logging into its components of harvesting, transportation and milling.

Transportation items are thematically represented by a semi-circle of displays starting from the pump car and curving around to the tractors near the foot bridge. In between, it includes the road building equipment, logging trucks, North Cowichan Station, donkey engines and the pole railway.

All conversions of wood displays should be concentrated in the milling precinct around the existing sawmill. This includes also the planer and future conversion of wood displays.

Our major suggested change to this lower section is the creation of a harvesting area within a broader Activity Zone. The harvesting area would be located where the existing carriages and buggies are displayed. It forms part of the activity area with the existing food service facility and a proposed entertainment area.

All three major logging functions are tied together and depicted in miniature in the log museum building dioramas. Their added strength is that the dioramas trace the evolution of the three main aspects of the logging theme over time. They describe native forest use of centuries ago up to the time of European contact, through the early days of hand and



2. THEMATIC ZONE SITE PLAN

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BANFF COOPER ASSOC.

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BANFF COOPER ASSOCIATES

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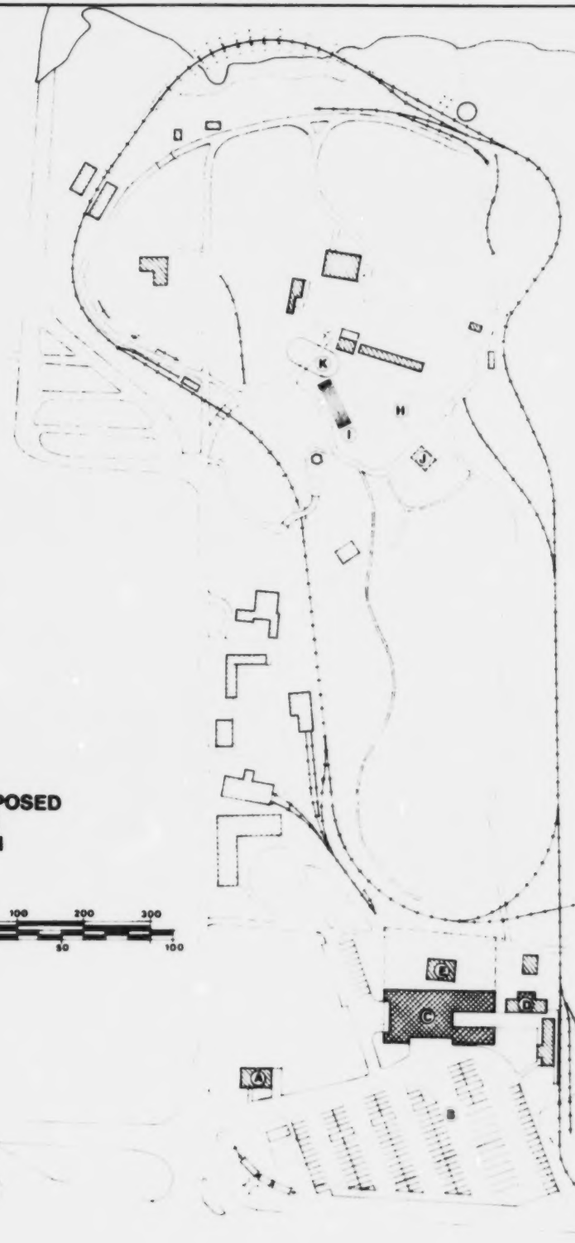
horse/oxen logging, followed by the steam era, and up to the current gas and diesel power era.

The other components of the site plan are all located outside the current railway line. This includes the service area which is well sited in its present location to fulfill the functions of receiving, maintenance, conservation and storage.

The other two thematic areas to be addressed are the marshes and the Somenos Farm. In our view both have limited relationship to the theme but provide interesting possibilities mainly because of their proximity to the main display areas and the fact they are ideal buffers to any unrelated development.



SOMENOS LAKE

NORTH

LEGEND:

ENTRANCE AREA

A exist. bldg. converted to caretaker's dwelling
B expanded parking lot
C new bldg.: orientation/display/admin. offices
D exist. bldg. (and addition) converted to food service
E exist. bldg. converted to conservators work area and storage
F suggested location for foresty service bldg.
G new 500 meter extension of railway

LOGGING DISPLAY AREA

H two exist. sheds to be removed and area utilized for harvesting interpretation
I new outdoor seating
J suggested location of bldg. for activies progams
K new childrens' play area

3. PROPOSED SITE PLAN

FEET 0 50 100 200 300
METERS 0 10 50 100

TRANS CANADA HIGHWAY

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5.0 FACILITIES

5.1 Entrance Area

The entrance has been a perpetual problem area for the museum since its early years of operation. Major changes have occurred in its location, access, and parking as well as in building siting, function and size. Although the existing configuration has undoubtedly solved some problems it still does not function efficiently. Some of the problems we have noticed are as follows:

- Entrance areas is not visually "strong" or appealing.
- Creates the impression the museum is what can be seen from the parking lot.
- Entrance through the gift shop is not a practical focal point and does not allow a natural flow to the theatre/orientation area.
- Canadian Forest Service exhibit does not relate properly nor set the proper tone for the museum as the first display the visitor sees.
- Entrance and exit to the museum grounds are along the same boardwalk and through the same building creating congestion.
- Entrance does not allow good visitor orientation with the exception of an optional tour or film.
- Entrance does not provide any exhibit display space nearby to convey to the visitor a better idea of what is inside.

Over the five-year development time-frame there are two fundamental ways to solve these problems. The first involves working within the confines of existing buildings and parking lot beyond, and the other involves a redesign of the area with an enlarged parking lot and a new entrance building.

In the short term, without the benefit of a capital construction funding program, we suggest the first option would suffice. It specifically involves removal of the tree room exhibit to be replaced by displays more indicative of themes depicted by the outdoor exhibits. It could also serve as an interpretation area tied in with the existing theatre so as to better orient the visitor to the museum and its theme.

Specific possibilities include:

- native indian displays
- hand logging tools and equipment
- a model of the property
- contemporary logging techniques
- natural history evolution of forests.

Over the longer term, as a means of enticing more visitors, servicing them once they are there, and providing a more suitable orientation, a new entrance building is proposed. This building is the most significant recommendation we have made and will undoubtedly be the single most costly construction project. Consequently we have applied considerable thought to the rational for its development plus its form and function. The issues which have lead to its status in the development program are outlined below.

One of the most significant problems solved by the building is the provision of controlled environment display space. This is a major issue for the museum since no temperature and humidity controlled space currently exists. Having space with this feature would allow a good proportion of the small items in the collection to be displayed. Various permanent displays such as native forest use or early hand logging could be depicted while providing the option for rotating of temporary exhibits such as photographs, saws etc. Their continued survival would be assisted and also, a considerable amount of small item storage space could be accessed elsewhere on the property.

The building would allow the museum the flexibility to address the "man and the forests" theme. Since the theme is established by mandate and the mandate appears as appropriate today as it did twenty years ago, this building provides a compact focal point with which to expand the displays from those that are solely logging oriented.

The building would allow a more controlled and visible entrance as pedestrian flow from the parking lot would be funnelled towards the entrance foyer. It would allow a more complete visitor orientation, setting the stage for a more logical progression through the outdoor part of the museum. As attendance increases, it will improve museum carrying capacity and reduce congestion problems.

It would also allow extended hour openings. Having a single building providing display and administration allows the museum the revenue generating flexibility of operating longer hours. This could include evening openings, winter openings or both.

The building would be designed as multi-use having three functions to fulfill - namely exhibit display, visitor orientation and museum administration. Other functions it would fulfill include ticket office, gift shop (seasonal), board room, library, and school program coordination centre. Administration would be conveniently located allowing staff to oversee the display area as well as being closer to the outdoor displays. Quarters would be more serviceable, more efficient and allow for interior additions as necessary. Visitor orientation would include a theatre, an assembly area for tours, and ideally a model of the property.

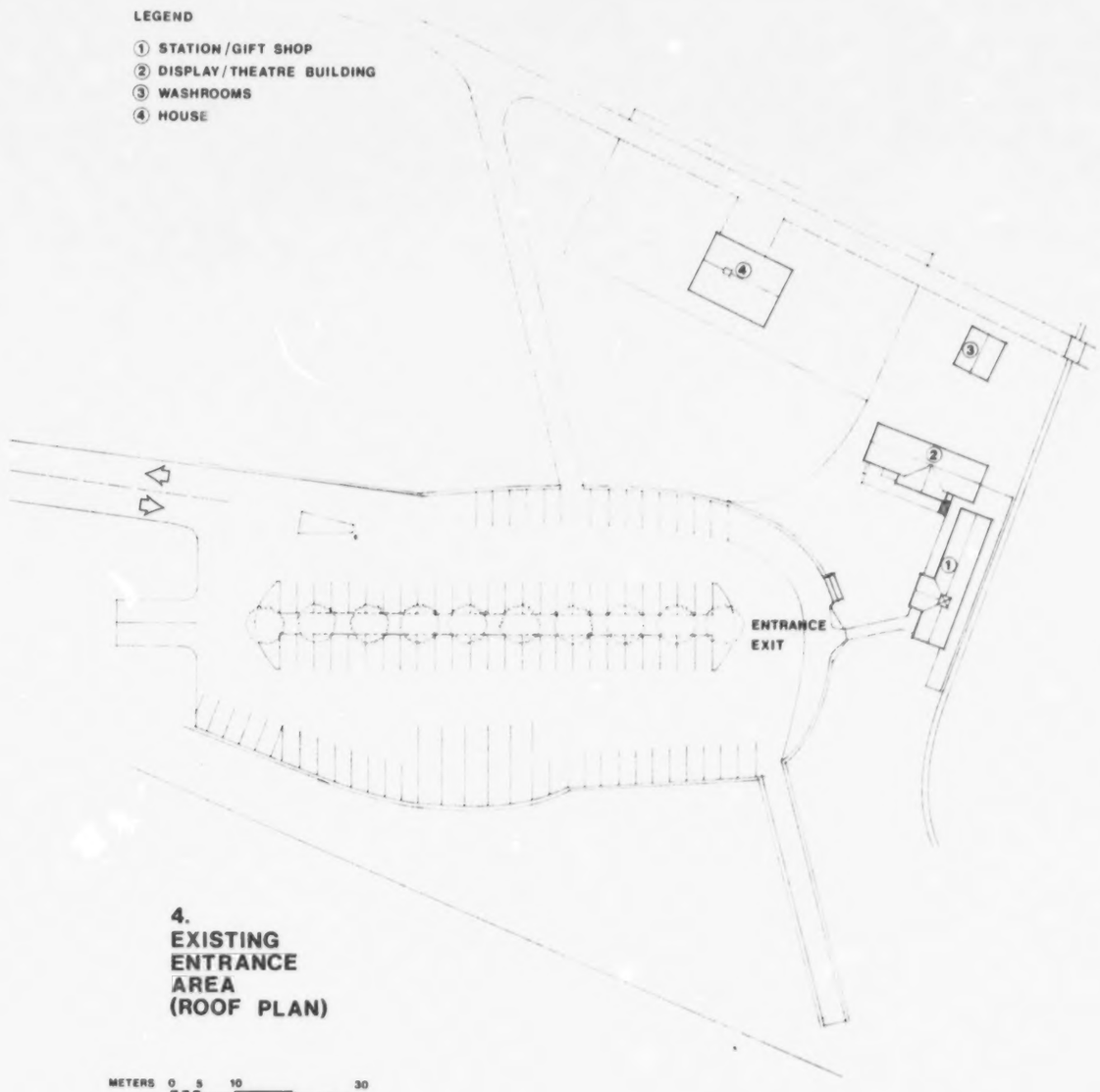
Our concept design involves a one story, timber building located beside the parking lot, just north of the existing tree room/theatre. Our design occupies 1,021 sq. m (11,010 sq. ft.) separated into three functional areas. The first area entered by the visitor is foyer/orientation section containing 238 sq. m (2,560 sq. ft.) and the proposed theatre of 142 sq. m (1,530 sq. ft.). To the visitor's left are the administrative quarters totaling 262 sq. m (2,820 sq. ft.) while to the right is the display area of 381 sq. m (4,100 sq. ft.).

At this point we have outlined the shell and allocated approximate intended spaces. This is intentionally not a detailed building design as this should be developed in concert with museum management to ensure the building will work for the specific purposes intended. Regardless, we are satisfied that space exists to construct the building, the visitor flow is logical, and the floor plan workable.

We have prepared a series of three plans which depict this entrance area. Plan Number 4 shows the present site outlining the parking lot and building configuration. Plan Number 5 shows the proposed new parking lot (discussed in Section 6.1) and the new building roof plan. Plan Number 6 shows the new building floor plan.

LEGEND

① STATION / GIFT SHOP
② DISPLAY / THEATRE BUILDING
③ WASHROOMS
④ HOUSE



4.
EXISTING
ENTRANCE
AREA
(ROOF PLAN)

METERS 0 5 10 30
FEET 0 10 50 100

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DEVELOPMENT PLAN

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LEGEND

① NEW ORIENTATION/DISPLAY/ ADMINISTRATION BUILDING
② FOOD SERVICES BUILDING
③ STATION/GIFT SHOP
④ CONSERVATOR'S WORK AREA AND STORAGE

5.
PROPOSED
ENTRANCE
AREA
(ROOF PLAN)

METERS 0 5 10 20
FEET 0 10 30 100

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LEGEND

① ORIENTATION / ADMISSION
② DISPLAY
③ THEATRE / SEMINAR ROOM
④ ADMINISTRATIVE OFFICES
⑤ DECK
⑥ FOOD SERVICES BUILDING
⑦ STATION / GIFT SHOP
⑧ CONSERVATOR'S WORK AREA AND STORAGE

P1 VISITOR PARKING
P2 BUS PARKING
P3 STAFF PARKING

6.
PROPOSED ENTRANCE AREA (FLOOR PLAN)

METERS 0 5 10 30
FEET 0 10 30 100

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DAVIS COOPER ASSOC.

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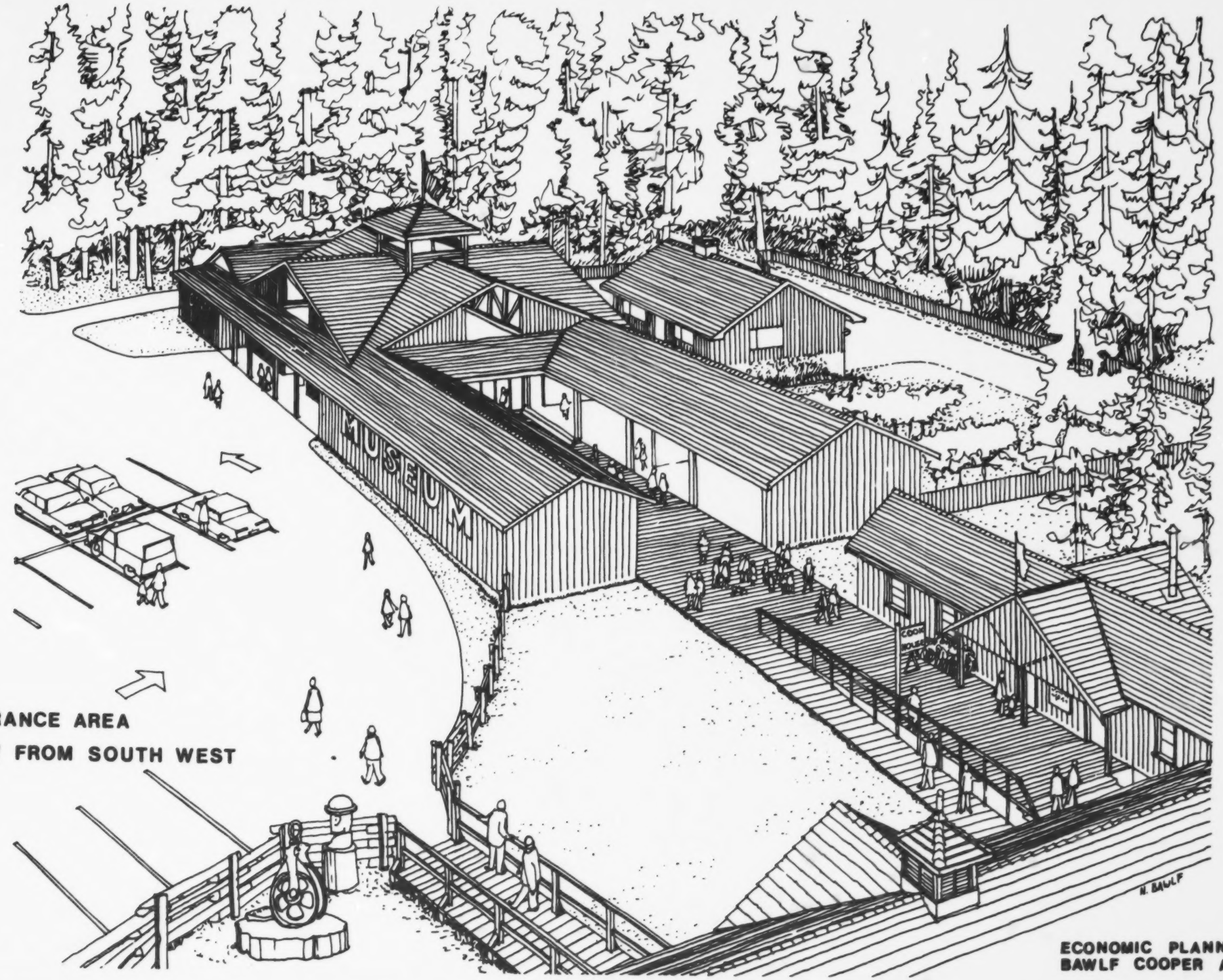
A.
ENTRANCE AREA
VIEW FROM NORTH WEST

ECONOMIC PLANNING GROUP
BAWLF COOPER ASSOC.



B.
ENTRANCE AREA
VIEW FROM SOUTH WEST

ECONOMIC PLANNING GROUP
BAWLF COOPER ASSOC.

5.2 Railway

The railway and particularly the steam locomotives are the single biggest attraction on the site. Besides being historically significant and impressive pieces of equipment, the locomotives also provide a working display or demonstration - a feature rated highly by visitors.

A significant proportion of visitors are making spontaneous decisions to visit the museum as witnessed by the "curiosity" response to the visitor surveys. Also, there is a large volume of traffic passing immediately adjacent to the property, providing an opportunity to tap a larger number of pass-by travellers. Increased visibility of the operating steam railway could turn more of the pass-by tourist traffic into museum visitors.

The problems we have noted with the existing railway are as follows:

- The existing rail-line is too short for visitor satisfaction.
- It is also "in the trees" for most of its figure "8" loop, not allowing passengers good visibility of the property.
- The railway does not act as a draw to the museum because it is not visible to motorists using Highway 1.
- The Somenos Farm property is not functionally linked to the remainder of the museum property.

Over the short term we recommend no physical alterations be made to the railway operation, not because it is not warranted, but because other non capital construction projects are of higher priority. What should be continued, however, is track, tie and railway bed maintenance plus maintenance of the locomotives and railcars.

Over the longer term the railway should be extended. Its western loop should be extended south to the lagoon running approximately parallel to the highway, along the edge of the marsh, and back to the existing line, connecting near the camp. Total length should be sufficient to provide additional highway exposure yet short enough to justify the capital costs and be maintained by existing staff. Total length is approximately 500 m (1,600 ft.).

The popularity of the train could be a limiting factor in reaching the ground's carrying capacity because of its popularity. However, line-ups virtually never occur because of the frequent schedule and the option to walk between the upper and lower area. Should popularity continue in relationship to target attendance figures, an additional passenger car may be needed.

5.3 Forest Area

The forest area is an essential ingredient of the Forest Museum. Its location in relation to the open spaces of the camp area above, and the outdoor logging exhibit below, offers an excellent link between the two. It has an abundance of mature coniferous trees in the one hundred and three hundred year old category as well as many varieties of natural shrubs, bushes and ground cover. Obviously this area could never be artificially duplicated and should be carefully maintained. The paths are wide enough to handle existing and anticipated traffic yet narrow enough to offer the visitor a forest trail experience. The sawdust/dirt surface is natural and serviceable.

The problems associated with this area are as follows:

- The forest area is not sequentially linked with the camp and logging equipment area in that the first time visitor does not know where he/she is going.

- The north and south forks provide good access to most parts of the treed area but the visitor doesn't know if he/she is heading somewhere or walking in a loop.

- It is possible to miss the area completely if the train is taken in both directions.

- Signage is inadequate to tell the story of the forests. There are too few labels and the copy is not consistantly geared to either adults or children, and does not follow an obvious story line.

- Securing plaques on pipes is not in keeping with the forest atmosphere or the woods theme.

- There are several deadfalls and bucked up blocks which don't add to the appearance.

- There are few places to rest.

As can be seen from the identified problem areas, most are of an interpretive and directional nature. This is mainly because it is difficult to improve on what exists naturally and to tamper with it involves an artificial depiction of the forest environment. If new plantings are required for whatever reason, they should be restricted to native species only.

All suggested improvements should be implemented over the short term as none are capital intensive and all can be completed with relative ease. It is of primary importance to keep the area tidy to maintain appearances, and to reduce fire hazards. A labelling program should be initiated with the goal of additional flora identification utilizing a forest oriented story-line. The labelling plan should address label size, writing style, target audience, appearance, weather proofing and the method of securing.

Also required are interpretation stations at each trail head, i.e. the intersection of both trails at the upper end of both the north and south trail. These kiosk type structures should contain an orientation map and information descriptive of sights along the paths.

5.4 Logging Display Area

The logging display area is the heart of the museum, housing the main collection of large equipment, and the log museum building. It has the snack bar, washrooms, picnic tables, and a large open grass areas plus the only other active life-size display in addition to the train - the pump car.

Logging equipment is basically displayed around the perifery leaving the large grass area in the middle, open. The area appears to have worked quite well over the years as more than 90% of visitors visit the area. Taken as a whole it ranks as the second most enjoyed attraction next to the train.

The problems noted in this area are outlined below:

- There is not a logical thematic sequence between the displays.
- The area is not linked to Forester's Walk.
- The area is not considered the "logging" focal point of the museum. It is more commonly referred to as the "forest history area" or simply the "lower area".
- It does not adequately "tell the story" of logging.
- Some items on display are in poor repair, i.e. carriages and buggies.
- Some items on display are of questionable significance to logging, i.e. carriages and buggies.
- Labels and interpretation are minimal.
- Log museum building dioramas are not linked to the outdoor displays.
- Log building requires roof and basement leak repairs.
- Diorama cases and story line need improvement.
- Other than the train track along the lower end, and the pump car siding, there are no active displays in the area.
- Resting areas are limited to the picnic tables.

Although the list is sizeable, the most fundamental issues are thematic in nature. That is, what is the area best suited for, what part of the story can be told here, and how can the displays be set up to tell the story?

There are a wide range of possible solutions to solving the physical problems in this area. We have attempted to describe some possibilities, outlining our rational and suggestions.

It is our suggestion that the thematic orientation in the area be strengthened by focussing all displays towards the three logging sub-themes of harvesting, transportation and milling. The existing outdoor displays are sufficient to tell these stories while the log museum houses dioramas

depicting the evolution of logging. The ingredients are basically there, they only need to be slightly relocated and linked through more complete interpretation. In trying to group equipment and displays in logical areas, we have also attempted to move as few pieces as possible such that disruption of the grounds, and staff workloads are minimized.

The transportation display area currently houses the basic pieces of equipment depicting the movement of logs by rail and road. Suggested improvements are designed to expand illustrations of the range and evolution of techniques, ideally by utilizing equipment already in the collection. Since early techniques involved hand and animal power a skid road should be constructed. This also leads into expanding the displays of road building and skidding equipment, including tractors and graders, locating them in chronological order.

The existing logging truck collection forms one of the most interesting displays on the grounds. It traces logging truck evolution from the early to the mid-twentieth century, all on a single plank road. The log loading apparatus adds an important dimension to the transportation story. Aside from this collection's relative completeness and compactness, its strength stems from its "life-sized diorama" configuration.

The steam donkey engines are currently located in close proximity to one another and can be made to function within the theme with better labelling and descriptions. These also can logistically tie in with the steam tractors with improved labelling rather than moving them. The existing donkey engines are sufficient to depict their role in logging's evolution, unless an operable one can be acquired.

Development of a lumber milling area offers some interesting possibilities. Again the most important ingredients are already there in the sawmill and the planer mill. A useful addition would be the construction of a pitsaw to demonstrate hand powered plank cutting. Another inexpensive possibility is the erection of a cedar butt to display native Indian plank

splitting techniques. To improve the interpretation of this area we suggest relocation of the cedar slab, the timber specimens display, and the large sawmill blade. The existing picnic area adjacent to the mill is not thematically well located and does not function as a suitable site and could be relocated to the food service area. Benches could replace the tables. The Shay and Climax locomotives should eventually be removed from this area.

Another new area recommended is one to depict the harvesting aspect of logging. We recommend it be located in the existing carriage and buggy display area. This is a prime piece of ground on the site because of its location in an alcove of trees and the view afforded across the open area. It also starts a thematic traffic flow through the steam and gas/diesel transportation area and on to the milling area.

The large cedar and spruce logs are already located on the perimeter of this precinct. The additions we suggest are a saw display, both hand and power and a relocation of the high lead logging model currently located behind the log museum. The center mink shed should be removed with consideration given to enclosing the smallest shed for saw storage.

The snack bar is well located in its present location even if it does pose some conflicts with the theme and overall logging atmosphere. The site and sequence of displays naturally funnels people and it is central to the whole lower area. The undercover picnic tables are also convenient and practical.

A final new area recommended for this general vicinity is an entertainment or playground area specifically oriented to children. We suggest it be consolidated on the bank behind the snack bar. If the cedar slab and timber displays are moved to the mill area, this section of property becomes available. Facilities would include some form of adventure playground equipment constructed of wood.

C.
ACTIVITY AREA

ECONOMIC PLANNING GROUP
BAWLF COOPER ASSOC.

Another concept that should be considered here, depending on the long term philosophy of the board of directors regarding the "hands-on experience" is designation of hands-on area. This could be located in the play area and would include specific pieces of expendable equipment which could be climbed on. This responds to the desires of visitors as noted in the survey results for more "safe" climb-ons while reducing possible long-term wear and tear on other more significant pieces in the collection. Logistically it also appears appropriate located here because children could be playing while parents are resting at the snack bar.

5.5 Other Areas

In our conceptual plans and operational plans we have addressed several other items of concern. The two physical areas in question are the marshes and the Somenos Farm. The other issues relate to the houses on the property of which there are four. All of these items have been addressed "because they are there" not because they play a necessary role in the theme or the story.

5.5.1 Marshes

The marshes are an example of this problem in that they are not necessary to tell the story of man and the forest. In other words, if the ingredients needed to tell the story were mapped out independent of the site, marshes would probably not be included. The fact remains, however, the marshes do exist on the museum property and exist in natural proximity to the wooded areas.

We see this area's main strength in acting as a physical open space buffer with some opportunities to extend the park aspect of the museum function. Trails could be constructed along the dykes

providing an enjoyable marsh/wetlands experience for museum visitors. Yet to be resolved is whether this is compatible within the agreements with Ducks Unlimited who have constructed the dyking and built the nesting areas. Another thought having some merits is the possibility of telling the native indian use of the forests story here since it apparently is the site of an actual seasonal native encampment. We feel this sub-theme offers some opportunities but should be of lower priority than the previously mentioned developments and will likely be beyond the five year development timeframe of this plan.

We suggest an area be designated to tell this part of the story and it be developed if a suitable funding agency can be secured. In the meantime, native use of the forests can be depicted in the proposed new entrance building.

5.5.2 Somenos Farm

Somenos Farm poses similar problems and opportunities. Like the marshes it is not essential to the forests storyline, but it does exist on the property, provides an excellent buffer, and is of historic significance. Unlike the marshes it offers some revenue potential.

Over the short term we suggest it continue to be leased for a fair market rent taking into account the revenue generating possibilities of the existing hay land and orchard. If necessary, heritage oriented funding sources should be secured to stabilize the structure such that all possible future development options remain open.

Longer term conceptual planning opportunities allow extention of the ure forests story to the clearing-of-the-land and early settlement era. It also allows possibilities of depicting early horse logging, and even tying into the wildlife theme of the marshes. We suggest, however, that these activities can be operationally costly

and of only minor significance to the theme. Their eventual realization is not recommended within the time frame of this plan.

5.5.3 Houses

There are four existing houses on the Forest Museum property namely, the Drinkwater house, the Somenos Farm house, the existing administration building, and what used to be the manager's house. In our conceptual planning we have attempted to define uses for these buildings considering a number of parameters.

The first and most obvious reason, again is the fact they exist and should be put to some use. The next level of consideration was uses that provide revenue and/or provide a necessary function for the museum. In rationalizing their potential we have reviewed their location on the property, access, structural soundness and suitability for conversion. We have also considered the possibility of having them physically relocated.

Drinkwater House: This house is located near the existing museum service area off Drinkwater Road. It was originally constructed early in the century, has two later additions and was probably a very attractive home in its day. It has most recently been used as a rental property and currently stands vacant. It appears basically sound although it will require some structural stabilizing and considerably more interior refinishing. Access is off Drinkwater Road and parking is limited.

Revenue generating possibilities which we reviewed include some form of food service, transient accommodation both in its present location and moved, refurbishing as a period home and

renting as a residence. Non revenue options considered include storage, displays, school program use and a conservation/maintenance area.

Aside from its physical condition, the building's problem from the viewpoint of use by museum visitors is its location beside the service area. In our opinion these facts render it unsuitable for use as a food service or tourist accommodation facility. Moving it also does not seem practical because of the age and size of the house and its physical condition. We also could not suggest an appropriate site. Utilization for museum functions of storage, display or school program activities are also not advised as we have proposed alternative areas for these functions.

We have concluded that its optimum use is as a rental property ideally to a staff member(s) who might have some off-hours security function. This option makes use of the house in its original form, is possibly the least costly to implement and provides regular income. Actual restoration should await a more detailed assessment of renovation costs matched against anticipated rental revenue.

Manager's House: This property, referred to as the manager's house, is located next to the parking lot, near the existing tree room/theatre building. It in fact is no longer rented by the manager and is rented as a revenue property to tenants having a security/night watch responsibility.

Although the house is reasonably well suited to this function, its proximity to the proposed orientation/administration building makes its utilization for museum functions desirable. Our recommendation is to use this as a conservation office, workshop and storage area.

Given the construction of a new museum building having display space, close proximity to controlled storage space will be an asset. It also locates the "clean" aspects of the conservation function such as inventorying, record keeping, receiving and small item stabilization in a suitable area near the main administration centre. Large item receiving, storage and actual conservation could continue in the existing conservation/storage area.

Administration Building: This is the existing office located at the parking lot entrance which becomes redundant as an office with construction of the orientation/administration building. It should be rented to a tenant with gatekeeping and security responsibilities. Renovation costs should be determined before confirming.

Somenos Farmhouse: As previously mentioned, this house should continue to be rented as part of the Somenos Farm lease, at least over the time horizon of this plan.

6.0 INFRASTRUCTURE

The two previous sections dealt with the overall development concept and actual facilities necessary to realize these development goals. This section outlines the servicing requirements needed to support the facilities and allow the museum to operate more effectively. We have specifically dealt with parking, water/sewage, security, and storage/ service.

6.1 Parking

The existing parking lot is adequate to handle present demand on all but the occasional busy weekend or special event day. When congestion does occur it is usually the result of recreational vehicles straddling several parking stalls. The existing lot contains 90 automobile and 10 bus/recreational vehicle stalls.

The museum is catering to an attendance peak of approximately 45,000 persons annually. With an optimum parking lot loading of perhaps 90%, generating our target attendance of 70,000 persons, anticipating a similar persons per vehicle ratio, requires a parking lot of 140 stalls. We have prepared two configuration options which provide either 130 car stalls and 11 bus bays or 114 car stalls with 14 bus bays.

Another parking lot issue is one of traffic flow. Currently access off Drinkwater Road is tight while flow through the parking lot is confusing. It can be particularly awkward for buses and cars with trailers, as reversing is necessary to get in or out of designated stalls. The lot does not focus pedestrian traffic towards the museum entrance.

Our recommended proposal is the 141 stall option constructed around the existing lot and the wedge shaped property between the lot and Highway 1. The new lot contains stalls measuring 2.7 m x 6.1 m (9ft. x 20 ft.) and bus stalls of 3.7 m x 12.2 m (12 ft. x 40 ft.). The bus/recreational stalls are designed as pull-throughs and a large bus turning radius has been left near the new museum entrance. Also, the entrance lane off Drinkwater Road should be doubled to reduce congestion.

Traffic lanes have been turned 90^{o} to allow better site utilization and to orient the flow of pedestrian traffic towards the museum entrance. Existing planted trees have been retained where possible, while root pruning and relocation should be possible with the others. See Plans Numbered 5 and 6.

The parking lot expansion area is low-lying and wet in winter requiring adequate drainage. Drainage of the entire new lot requires study to ensure surface water can be effectively taken away. Also, we have plotted the lot extension to within 6.1 m (20 ft.) of the existing highway, similar to the existing set-back at the parking lot northwest corner.

6.2 Water/Sewage

Currently domestic water is municipally supplied while sewage treatment and disposal is by septic tanks and drainage fields. Fire protection is provided by individual building extinguishers, a rail mounted fire car, and an operating logging camp fire truck.

The existing water line is sufficient for domestic purposes but not for fire fighting. Planning should be initiated to design and install a municipal fire main to supply the sprinkler system for the proposed entrance building complex (administration and orientation areas) and for fire hydrants to be located on or adjacent to the property.

In terms of sewage an expansion of the lower washrooms is recommended from three pieces to five pieces for both men and women. We understand the drainage field is adequate. In the entrance area washrooms will be located in the new building taking the pressure off the existing washroom. The drainage field should be moved from its present location diagonally across from the new museum building passing under the railway level crossing.

6.3 Security

Security on the museum grounds appears to have been significantly upgraded during the past years. This includes fencing along Drinkwater Road, installation of building alarms and window bars. There have also been people living in three of the museum houses.

We suggest the security system be continually upgraded specifically with respect to Drinkwater Road access. Since the grounds cannot be made entry-proof because of possible water access or entry through the wooded area south of the parking lot, the security focus should be to deter easy access. The existing alarm system should be extended to all buildings housing merchandise or parts of the museum collection. This precaution should be adequate providing there is at least one, preferably two, houses with permanent resident having security responsibilities.

With construction of the new museum building a permanent system connected to the Duncan R.C.M.P. detachment or a commercial security firm should be explored.

6.4 Storage

Our concept plan endorses the current procedure of concentrating service functions in a central area. This approach sees receiving, maintenance, conservation and large item storage remaining in the service precinct.

Currently storage of the collection takes place wherever space is available. Storage areas currently used include the administration building basement, the building behind the post office, the log building basement, the bays beside the conservator's area, and the large open storage bays. All are full.

Our recommendations include the likely construction of new storage facilities but only after the collection has been reviewed to determine what should be kept and what should be eliminated. This step of rationalizing the collection is essential if storage is to be wisely used. Otherwise a considerable amount of new storage will be required on a regular basis to keep up with a growing and possibly deteriorating collection. Since the provincial government owns the collection it should be involved in undertaking this program. It should be initiated as soon as the current inventorying and cataloguing is complete.

We also recommend that storage be consolidated as much as possible into the service area and the newly proposed conservation area. There is room in front of the L-shaped open storage bays to build another right-angled set of storage bays facing the first.

If it turns out that nothing can be discarded another eight to ten bays will be needed, mainly to provide winter storage for equipment that is currently uncovered. The only other alternative is to increase the maintenance and conservation staffing to arrest the deterioration brought on by leaving the collection to the elements.

We have also considered the kind of storage required and there is a need for both closed, controlled environment storage as well as closed shed type. Small items would remain in the closed storage while it is not likely affordable to provide temperature and humidity controlled storage for the large pieces. With the exception of seat fabric and paint finishes, they are probably adequately protected by being out of the rain and winter dampness.

7.0 OPERATIONS

7.1 Food Service

Food service at the forest museum can be improved to provide better service to visitors and to increase revenue. We have attempted to outline what our observations and research suggest are viable opportunities. The first conclusion is that there is, or will be, a market for both snack bar and more complete sit-down eating, preferably in two separate locations.

The existing snack bar fulfills an adequate role of providing a "light lunch" style of food service. The menu offers a selection of snack foods including sandwiches and doughnuts plus items which can be microwaved such as a ham and cheese melt. The usual selection of soft drinks, juices, milk, coffee and tea are available. The existing hours of operation indicate the market is for lunches and afternoon snacks. We suggest the current menu is restricting the volume of lunch business that can be done.

According to the latest museum survey results, the snack bar is used by two out of every three visitors with gross sales of $25,000 and gross profit of approximately $10,000. Deducting operating and capital expenses results in a break-even position. In other words, the snack bar provides a service to visitors and provides two jobs, but provides no net revenue to the museum. The alternatives are to increase sales, or decrease costs and we suggest both can be accomplished.

Improving profitability can be assisted by making changes in the menu selection, and by improving the operational efficiency of the facility. Recommended additions or changes to the food service function are as follows:

- Expand the menu to include other good selling, good mark-up, easy-to-prepare foods. These suggestions include a variety of hot dogs such as chilidogs and cheese-dogs, popcorn, chili and bread, soup-of-the-day, submarine sandwiches, a beef dip, and a larger selection of baked goods including bread, donuts and pies.

- Offer a box lunch including a sandwich, salad, and beverage for a fixed price.

- Continue monitoring customer requests for food not available.

- Samples of menu items should be on display or be illustrated by photograph.

- Offer a "coffee and danish" combination.

Operationally, we recommend a grill and deep-fat fryer be avoided to reduce equipment costs, staffing problems and insurance costs. Hot food preparation should be limited to a hot dog roller-cooker and a microwave oven. Continuing off-site preparation of sandwiches and baked goods is also recommended, providing costs remain attractive. Other operational changes we recommend are as follows:

- Experiment with staff scheduling to reduce non-productive time.

- Institute a cost control system to reduce food losses through spoilage and pilferage.

- Eliminate menu items that do not sell.

- Buy all long-shelf-life products in bulk-lots to get the best unit price.

- Make the facility more inviting by opening-up the front, and providing "order" and "pick-up" windows.

- Utilize a portable rope aisleway to reduce congestion on the porch and to channel people to the proper window.

The existing location is suitable since this lower area is where the greatest numbers of people congregate and where they spend the most time. The existing covered picnic tables are well located while the tables from the sawmill area might be better located in a sunny area near the snack bar.

We are also recommending a second food service outlet be constructed in the long term plan, in the existing tree room/theatre building. The existing building provides 100 sq. m (1,080 sq. ft.) of space with a washroom/ kitchen addition of 27 sq. m (288 sq. ft.) allowing a seating capacity of between 50 and 70 persons depending on configuration.

The location provides a number of advantages. First, it is sited near the proposed entrance building, linked by a boardwalk such that all visitors pass it on the way in, and are in close proximity on the way out. It is

beside the railway station where people tend to congregate and is near the camp area. It is also at the top end of the property, physically removed from the snack bar. Depending on the scheduling of summer evening openings it can cater to a supper trade as well as providing enclosed eating during inclement weather.

It provides some excellent interpretive opportunities in this location by allowing the introduction of logging camp food items early in the visitor's tour. Although anticipated length of stay on the museum grounds and existing operating hours do not suggest that large meals would be called for, there is an opportunity to provide easy to prepare dishes along with pre-baked goods. Typical fare would include pies, cakes and doughnuts plus hearty style soups and salads. Depending on demand, an expanded menu could be offered including the possibility of cook-to-order foods.

The timing of this facility is longer term, possibly when the attendance has improved towards the 50,000 - 60,000 figure. Development of this facility too early will likely have an adverse affect on the existing snack bar. Until the market is increased this building could be used for additional display space, specifically a single thematic topic, such as native forest use, expanded natural history, or a temporary home for a proposed museum model.

7.2 Gift Shop

The existing gift shop is well sited in the train station, accessible to visitors on the grounds and particularly oriented to people leaving. The size is adequate to sell the kinds of merchandise appropriate for the museum. By appropriate we mean both items both items that are in keeping with the theme and items that traditionally sell in gift shops.

The gift shop objective should be to make money (tastefully), to fulfill the visitor's desire for souvenirs, and to provide merchandise which promotes the facility. As an operating goal the gift shop should be well stocked with a mixture of fast moving merchandise such as shirts, pennants and caps plus a selection of more costly items. The latter have the advantage of raising the caliber of the shop and providing larger single item sales with the disadvantage of tying up cash which could be used elsewhere. Examples are jewelry,

books and local crafts. As a rule of thumb cost of inventory on hand should equal about one-half of annual (seasonal) sales.

From a merchandising perspective cost of sales should be approximately one-half of retail sales. Specials and sales should be offered which change regularly. The stock buyer should familiarize him/herself with new merchandise through catalogues and gift shows, and should monitor sales trends. It may be possible to initiate bulk or group buying by co-operating with other gift shops in the area. Another possibility which should be explored involves contracting shop stocking to a wholesale gift supplier/distributor. The wholesaler could maintain inventory, design the sales floor area, suggest retail prices, and bring in the latest and most popular gifts.

Over the last three years gift shop sales have jumped from around $3,000 to $13,000 (net). Even so, this is currently less than $1.00 per visitor in gross sales. It is realistic to expect sales in excess of $1.00 in the short term perhaps increasing to the $2.00 range over the long term.

7.3 Interpretation

Interpretation of the museum story is an issue which requires considerable attention. As a goal it is necessary for the interpretation program to inform and entertain and, based on our observations, the museum is not performing well in either case.

Informative interpretation options are many and varied - the key, however, is that they be designed for the market. In the Forest Museum's case this appears to have changed from an older market, probably familiar with the logging industry, to a younger or family market which is not. Today's market is heavily younger person and family oriented, and probably from an urban community. The likelihood of them being familiar with the forestry/logging industry is slim, particularly with the high proportion of first time visitors.

In terms of signage and labels much can be done to improve what the visitor learns of the forests and the logging industry. The label designer should assume the visitor is not well versed in forestry and explain the

displays accordingly. Questions that should be answered in written descriptions, particularly of equipment, include:

- what it is
- what it did
- what it replaced
- when it was used
- where it was used
- how it worked
- why it was used.

Additionally nothing should be displayed without a label, at least indicating the name, origin and date. Providing this information can be a particularly arduous task especially when it is essential all written labels be factual and technically accurate. An ideal means of providing interpretation in addition to labels is through a guide book and production of such a book should be a high priority. It could be done by a museum staff person, a member of the board of directors, or contracted out.

The other aspect to interpretation is entertainment. This is a more difficult fact to accomplish but it is imperative the museum experience be brought to life. With the exception of the train and pump car all displays are static, and visitor responses to the questionnaire survey ranked "working displays" highly as a recommended addition.

The main difficulty in this verbal or visual interpretation is availability of personnel to provide the talk or to put on the demonstration. Possible solutions include the following:

- Utilize the train conductors as tour guides.
- Expand the school program volunteers to become part of the general guide program.
- Stage demonstrations in the newly proposed Activity Area at posted times.
- Use working models rather than full size items.

We suggest museum management take early steps to improve interpretation as it is the single most important programing concern. It requires a detailed story line preparation based on our proposed development schedule of consolidation around the logging story over the short term and expansion towards "man and the forests" over the longer term.

Efforts should be taken immediately to design the program such that improved labels and signage can be in place for the next operating season. Plans should also be initiated to prepare an expanded tour guide program, particularly to include the lower area. Because of the Provincial Museum's involvement with the Forest Museum we recommend their services be utilized to assist with design and planning.

Two other issues which require attention are the gearing of interpretation and activities to all segments of the market. A segment which is currently not well served is the adolescent or young adult market. Students currently comprise the smallest part of the market numbering fewer than 2,000 in 1982. This group is activity oriented and require more things to do.

The other issue relates to uniforms and their role in interpretation. Although the currently used vests identify staff, an opportunity is being missed by not having staff (particularly ticket office and tour guides) dressed in appropriate clothing. A possible solution is logger style clothing utilizing the unofficial corporate colours of yellow and green.

8.0 MARKETING

8.1 Market Outline

A major requirement of the B.C. Forest Museum Development Program is the preparation of a marketing plan. The intent was to provide management with a rational framework within which all selling, advertisement and public relations should be undertaken.

As a preface we state a fundamental issue central to marketing in any field - namely that it be customer oriented. This means that all marketing decisions be oriented to the museum visitor, specifically addressing:

- what the visitor wants to see and do
- when they want to see it
- how often
- how much are they willing to pay.

Furthermore, for this marketing plan to contribute to success of the facility it must be based on accurate trend data, it must recommend actionable and affordable programs, and it must have a person or agency charged with the responsibility of implementation. Trend data is detailed in Section 2.0 on Museum Overview and Section 3.0 on Markets, while pertinent issues are restated in Section 8.2.

This section intentionally does not deal with the collection and preserving aspect of museum operations but focuses on interpretation. In fact, it deals with that part of interpretation which attempts to match facilities with markets. It is basically involved with getting people "through the turnstiles" but in doing so successfully, recognizes the primary need of providing a worthwhile experience and providing value for money.

We have tried to restrict this plan to elements of operations which are marketing oriented, that is, advertising and promotion. By intentional omission we have not dealt with issues such as theming, programing and facility development here even though they will be crucial to the overall plan. For this reason, the marketing chapter should not be read in isolation.

It is also noted that a marketing plan is not a static document. The plan should be prepared annually and refined as needed as market conditions change. For this reason we have prepared a basic outline using a traditional marketing plan approach. The issues dealt with are:

- Market Trends
- Problems and Opportunities
- Objectives
- Strategy and Tactics

8.2 Market Trends

The following trends at the B.C. Forest Museum are the most significant issues that must be addressed within the marketing plan.

- Since its first year of operation attendance has increased 144% from 16,881 in 1965 to 41,230 in 1982.

- Revenue per visitor has increased 200% from $.75 to $2.25 and total revenue (from all sources) 631%, over the same 1965 to 1982 time period.

- Operating costs have increased nearly 1000% from $30,000 in 1965 to $293,000 in 1982.

- On-site generated revenue has increased from 37.1% of total budget in 1977 to 49.1% in 1983 (year ending March 31).

- Vancouver Island residents constitute 45% of the museum's market, with greater Victoria producing nearly one-half the Island total and the Duncan area about three out of every ten Vancouver Island resident visitors.

- Repeat visits represent only about one-third of total visitation but they appear to be increasing.

- The train continues to be the most significant and memorable aspect of the museum.

- Traffic continues to increase on Highway 1, immediately adjacent to the museum, providing excellent opportunities to divert pass-through traffic.

- Visitors arriving from the south continue to outnumber those arriving from the north.

- Highway signs are responsible for approximately 30% of visitation while word-of-mouth publicity generated slightly more than 30%.

- The museum is known by virtually all residents of south and central Vancouver Island but has been visited by only a small proportion of residents.

8.3 Problems and Opportunities

Based on our analysis of historic trends at the Forest Museum and shifts in the museums/attractions market we have prepared a list of problems that exist. Following from this list is an outline of possible opportunities or solutions to the problems. (See Table 10.) As far as possible we have tried to parallel opportunities with the related problem.

It is noted that these recommendations are the authors' alone and may or may not reflect the opinions of board members and/or staff contacted during this report's preparation. It is strongly recommended that both board members and senior staff review this list and adjust it as necessary. This will expand the plan's usefulness by adding to our comments based on experience with the museum gained over the last four months, with management experience going back many years.

Declining Attendance: Forest Museum paid admissions have fluctuated around the 40,000 mark for the last four years.

Declining Attendance Revenue: Although gate revenues have consistently increased over the last several years, the 1983 operating season looks like it will pose the facility's first decline. This appears due to the reduction of 1983 rates to 1981 levels for all but the adult fee. The reduction of student rates from $2.50 to $1.00 and family rates from $9.00 to $7.00 are likely the biggest contributors to the decline.

Local Attendance: Attendance from local markets (Duncan, Victoria and the Nanaimo/Parksville area) are not particularly high. Penetration rates are 4.4% for the local market (one and one-half hours drive).

Tourist Attendance: Attendance by off-Island residents is also low, ranging from 1.9% penetration for all visitors to the Island to 6.0% for those visiting Duncan.

Industry Declines: Trends in museums and historic attractions attendance are down throughout British Columbia. Attendance seems to reflect the general state of the economy at best or a declining interest in these attractions at worst.

Signage: Highway signs for northbound traffic is adequate and poor for vehicles heading south.

Exhibits: Existing exhibits do a reasonable job of depicting the logging story but do not adequately address the broader theme of "man and the forests." The static nature of displays and lack of interpretation to explain the exhibits, limits the facility's impact. The lack of change, additions or expansion provide little incentive to return.

Advertising: Past advertising programs do not appear to address marketing issues. Advertising has not been a priority and is one of the first budget items cut when budget target revenues are not met. Activities have been restricted mainly to brochure printing and distribution, plus occasional newspaper and radio spots. Staff are not available to conduct an expanded program.

Location: The museum's location on Vancouver Island and away from population centres poses a limitation to growth. It also may limit industry support because it is out of the lower mainland. Another limitation is not being near any other attractions which could provide group drawing power. Also, it is located in a difficult site for southbound traffic because of the downhill grade and left hand turn. A further disadvantage is the location of two, chain operated fast food outlets in the northern outskirts of Duncan. These restaurants have the exposure to stop enroute northbound traffic that is not prepared to stop again within two kilometres.

Table 10

MARKETING PROBLEMS AND OPPORTUNITIES

PROBLEMS	OPPORTUNITIES
1. Declining Attendance	- Generate more Duncan business - Generate more South Vancouver Island traffic - Generate more tourist business - Generate more return business - Extend season - Extend hours of operation
2. Declining Revenues	- Increase gate admission charge - Increase attendance - Increase gift and food service revenues - Expand number of revenue sources on site - Increase grant revenues - Increase revenue per person
3. Exhibits	- Display more items - Improve interpretation - Demonstrate equipment - Change/Rotate displays
4. Advertising	- Improve brochure - Improve distribution - Initiate media campaign in selected markets - Stage special promotions - Undertake cooperative campaigns - Improve signage
5. Location	- Located on Trans-Canada Highway - Scenic rural setting - Large, scenic site
6. Awareness	- Clarify museum/attraction image - Cooperate in Duncan community programs - Present a higher profile - Produce more media advertising

Museum vs. Attraction: Although the facility is a museum by mandate, the overlap into the area of a commercial attraction poses problems. The museum focus on collecting and preserving can be in conflict with the interpretation function particularly in an outdoor facility that has had a "hands-on" philosophy. The relationship can also be confusing to visitors.

Market Awareness: Awareness of the museum is excellent in Duncan, good in Victoria and Nanaimo and poor for off-Island residents. There are also misconceptions about the facility because of the museum name and because little is visible from the parking lot.

Market Segment Attractiveness: The museum appears to provide the greatest appeal to adults and children and the least to students or young adults. There is also a surprisingly low proportion of senior citizens considering the appeal of the steam railway.

8.4 Marketing Objectives

The following objectives or targets have been established based on our observation of the problem, opportunities, and markets. They are intentionally specific and measurable. They also are the fundamental statement of the marketing plan to which all marketing programs are geared. These objectives have been framed within the confines of the assumptions listed in Section 4.1.

(1) Increase attendance to 70,000 by 1988. Target increases by year are:

1984	45,000	stabilize potential declines
1985	50,000	10% increase
1986	63,000	25% increase (Expo '86)
1987	63,000	stabilize attendance
1988	70,000	10% increase

(2) Increase penetration rates of all markets from 1.9% to 3.5% within five years approximately as follows:

Primary market:	from 4.4%	to	6%
Secondary market:	from 1.9%	to	3%
Tourist market:	from 1.4%	to	2%

(3) Increase on-site generated revenue from 50% of operating costs to 65% by 1988.

(4) Double on-site generated revenue from $125,000 to $250,000 by 1988.

(5) Increase revenue per visitor by an average 10% per year to 1988.

In addition to these fiscal objectives, it is recommended the following generic objectives be met:

(1) Retain the scenic, rural setting.

(2) Maintain high visitor satisfaction.

(3) Maintain high perceived value for money.

8.5 Marketing Strategy

We have prepared a program outline or strategy based on our assessment of the museum's operating environment and on our understanding of the problems and opportunities, designed to meet the objectives as specified. The strategy also presumes that our development plan can be implemented as outlined.

Again we advise that our five year plan is an outline and not a complete program since the timing of construction projects, availability of staff, health of the economy, and a host of other factors will affect each year's annual program. Our intent is to supply the basic ingredient for the annual plans and the rational for their selection. Our approach is based on the premise that a well planned, properly executed marketing plan can increase attendance. The amount will depend on its quality and budget.

In addition to the marketing plan outline, we have prepared a first year or contingency marketing program. This has been based on the rational included in this section and on a construction timetable as specified in this report.

8.5.1 Advertising Strategies

Advertising refers to paid placements in print and electronic media. The guiding strategies for all advertising are:

- to maintain/increase awareness of the B.C. Forest Museum
- to describe the museum's uniqueness and variety
- to portray the museum as an enjoyable, entertaining and educational facility
- to create an appeal and desire to visit among all age groups.

Within these guiding strategies the tactics to employ in the copy and visuals are:

- to depict persons of all ages having fun
- to illustrate the variety of equipment, artifacts and buildings
- to highlight the steam train
- to indicate value.

Newspaper:

Although the newspaper has been losing its traditional role as the major source of news to magazines and television, local/community newspapers are continuing to thrive. They will likely continue to be strong contenders for advertising dollars, specifically in the local markets. They are also useful in catering to a tourist's readership.

Newspaper advertising is designed to generate a quick response and ads can be mounted with a lead time of only a few days. They also give intensive coverage of the geographic distribution area and allow frequency of contact.

Markets: Greater Victoria, Duncan, Nanaimo

Tactic: Provide awareness and information on location, hours of operation, prices and attractions.

Radio:

Radio allows flexibility to appeal to different markets depending on the time of day and on the listening audience of each particular station. It allows a "lure" oriented presentation with the option of

background music or other appropriate sounds to augment the advertisement's appeal. Radio is also non-competitive to the consumer as he/she can only listen to one station at a time.

Radio advertisements can provide a useful "trigger" or association with the museum by using a consistent voice, jingle or background music. Depending on station selection, reasonably wide market penetration can be expected.

Markets: Greater Victoria, Duncan, Nanaimo.

Tactic: Create an image that the museum is an exciting and enjoyable place to visit.

Television:

Television is the closest of all advertising to personal selling. It combines sight, sound, colour and motion and comes into the prospective customer's home. It allows the most realistic portrayal of the museum's attractions by showing actual examples. The voice track can be aimed at providing information while the picture and background noise can be designed to create an appeal and desire to visit.

Their application to the Forest Museum will be reduced by the high production and placement costs. As the facility develops, the markets expand and revenues increase it is conceivable to be advertising on television, particularly cable television, by year five.

Markets: Greater Victoria, Duncan, Nanaimo.

Tactic: Create awareness and desire to visit.

Magazines:

Magazine advertisements allow selections of target markets based on magazine readership. Typically high costs for national magazines can be reduced by selecting regional versions catering

only to the British Columbia or Western Canada market. Depending on size and creative design, magazine ads can fulfill an awareness and lure function as well as providing specific information regarding hours and season of operation.

An advantage of publications with wide geographic market areas is the ability to joint-venture with another local attraction or facility to share costs. Magazines often have a life span of several months and each issue can be read by several people.

Markets: British Columbia, Alberta, Pacific Northwest.

Tactic: Create awareness, image and desire to visit.

YEAR 1: $16,000 Budget

As a general comment we strongly recommend that the allocated marketing budget not be reduced. We consider it sufficient to do the job but it is not lavish, and will require prudent production and placement to be cost efficient. Resist temptation to reduce this fund to make up possible shortfalls in other areas as without a rational, continuous and visible marketing program, the museum cannot hope to attain the attendance and revenue targets.

We recommend base year (year 1) advertising be designed to keep the primary markets informed and create an increased awareness among Vancouver Island and off-Island visitors. Since little in the way of formal media advertising has been done in the recent past, we are proposing a modest program. It is intended to create awareness, provide information, and be a benchmark against which future year's programs can be measured.

We have reviewed target markets against the reach, frequency and cost-per-contact of selected media, and recommend a campaign which utilizes a combination of techniques. We recommend about 20% ($3,000)

of the budget go towards the production and placement in each of radio and traveller tabloid media. Tabloid ads include the Cowichan Valley Travel supplement and the Vancouver Island Visitor publication. Advertisements should run continuously all summer. We suggest radio advertisements be placed in Victoria stations to cater to a southern Vancouver Island and summer tourist market. Ads should be sixty seconds, placed in mid-day/afternoon time slots and rotated among two or three stations.

About 10% ($1,600) should be utilized to test newspapers, again principally in the Victoria market. It is suggested this be accomplished with a limited number of placements, possibly in the entertainment section and offering a redeemable coupon. The coupon should offer a tangible admission charge reduction such as $1.00 off an adult fare, two for one, free child with an adult; or offer a reduction on merchandise in the snack bar/gift shop.

Brochures will likely require about 25% ($4,000) of the budget and includes a partial reprint of the existing brochure, 50,000 copies of a new 4" x 9" brochure, and participation in the B.C. Ferries brochure distribution program. We advise that a new three or four panel brochure be designed soon, but not until the building program is finalized and there is something new to illustrate in the brochure.

About 5% of budget should be allocated to direct mail, mainly travel agents, wholesalers, and tour operators. It also includes bulk mailings of brochures, price lists and schematic maps.

The remaining budget (15%) would be reserved for cooperative advertising and for other joint-venture prospects that might arise. These could include shopping mall promotions, radio station on-location promotions, and cooperatives with fast food and/or accommodation operators.

YEAR 3: $24,000 Budget

As of year 3 we are proposing an advertising budget of $24,000 for direct media costs. By this time a great deal more should be known about the success of individual advertising programs because of the tracking initiated in year 1. Generally, however, we are expecting a slight percentage increase in newspaper, direct mail and cooperative promotion allocations. (These percentage increases reflect substantial dollar increases as the overall budget increased by 50% from year 1 to year 3.)

Percentage decreases are registered for tabloid/supplement ads and brochures. The tabloid dollar allocation actually increases slightly to cover an extended season with a 1/8 page ad each week. The brochure cost by year 3 is only for reprints because a major design is recommended for year 2 (not shown here).

The one new technique is an experiment with magazines. These would include regional magazines and regional issues of national magazines. It would include small advertisements in selected consumer magazines and selected specialty magazines. Information requests should be tallied by magazine and responses tracked.

YEAR 5: $35,000 Budget

By year 5 we recommend a serious look be given to television aimed at the local market. Production costs are expected to be in the $3-4,000 range and are included in the 20% television budget allocation. The television presence would be balanced by a decrease in local newspaper and radio advertising while dollar volumes in magazines and cooperatives might increase. Brochure costs would again be reprints only while direct mail costs would not likely increase either.

Due to difficulties in forecasting media placement years in advance, it is strongly advised that this allocation be used only as a guide, and actual disbursements be based on the measurable success of media over the previous four years.

Table 11

MEDIA STRATEGIES AND TACTICS

MEDIA	MARKETS	CHARACTERISTICS OF MEDIA		MEDIA MIX (% of Budget)		
		Positive	Negative	Year 1	Year 3	Year 5
Newspaper	Primary: Victoria, Duncan Nanaimo	Flexible Short lead time Intensive coverage Can respond to market changes Can announce special events Allows coupon advertising Limited production costs	Limited lure possibilities Few creative possibilities	10%	15%	10%
Radio	Primary: Victoria, Duncan Nanaimo	Creates image Can use sounds as a draw Flexible frequency Can tailor to market Provides useful supplement to print media	Not information oriented Involves a production cost Audience has to remember what he was told	20%	20%	15%
Television	Primary: Victoria, Duncan Nanaimo	Uses sight, sound and motion Comes into the home Provides visual image	Expensive to produce and place Information details can be forgotten	0%	0%	20%
Magazine	Primary Secondary Tourist	Wide market distribution Allows awareness and information Possible editorial support	Relatively costly Target groups not easily isolated Long lead times	0%	10%	15%
Tabloids/Newspaper Supplements	Tourist	Flexible Intensive coverage Aimed at target market	Uncontrolled distribution	20%	15%	10%
Direct Mail	All	Selective Flexible Not tied to publication or broadcast dates No consumer distractions Controllable Highly targetable	Often considered as junk mail Costly in terms of reach and frequency	5%	10%	5%
Brochure	Tourist	Provides lure Provides information	Costly Disposable	25%	10%	5%
Other (Outdoor, Transit, Trade Journals, Cooperative advertisements)	Selected	Provides flexibility	Varies with media	15%	20%	20%
				100%	100%	100%

8.5.2 Promotion

Promotion refers to non-paid media forms of advertising. Several opportunities are available to the museum and these should be priorized and evaluated as to their potential success. A list of recommended techniques follows:

- Design marketing themes for the next three years around which campaigns will be designed. Possibilities include:

  1984 - Logging
  1985 - E & N Railway
  1986 - Transportation (Expo 86)
  1987 - Forest Service

- Reconfirm Forest Museum Logo as the "corporate" identity.

- Distribute free passes to Duncan area school children at the end of classes in June.

- Participate in radio talk shows.

- Maintain a liaison with the Tourist Association of Vancouver Island (recent name change from Vancouver Island Publicity Bureau).

- Produce a small display or utilize a piece of equipment for display purposes at the Visitor Information Centre south of the Museum.

- Contact selected magazines and newspaper travel editors regarding editorial coverage.

- Work with the local Chamber of Commerce on programs of common interest.

- Expand distribution of existing resource museum posters.

- Encourage special event days, particularly in the spring and fall. Target groups include:

  - steam enthusiasts
  - railway enthusiasts
  - forestry classes
  - service clubs
  - antique groups
  - annual meetings

- Maintain a profile in Duncan service clubs.

- Initiate a press release program to regularly inform Vancouver Island media and travel trade press about opening, closing dates, rates, special functions and performance statistics.

- Initiate a "friends of the museum" society.

- Maintain liaison with schools through school program.

8.5.3 Signage

A partially related extension to the interpretation issue is directional signage on the highway. We know the highway signs are an important promotional feature based on survey response as 28% stated that is how they found out about the museum. We also know that signage for northbound traffic is considerably better than for southbound. Also, there is more traffic heading south, while more museum patrons are arriving from the south.

The placement of roadside signs south of the entrance appears adequate as they are large, easily readable, and informative. The one sign to the north is small, difficult to read, and ineffective. This will be difficult to rectify, however, as highway right-of-way signs are controlled by the B.C. Ministry of Transportation and Highways, and even the existing sign contravenes their size and content regulations. (It has been allowed, however, because it is only a seasonal sign.) A suggested addition is a large "arrow-type" sign located at ground level on Drinkwater Road, near the water tower, pointing towards the entrance. Note that signs on private property are controlled by a District of Cowichan sign bylaw.

Other signage issues relate to their colour and style, both of which are currently more indicative of an attraction than a museum. Since the yellow colour has become associated with the museum it should probably be retained as a "corporate identity". The Shay locomotive and water tower are effective and our only suggestion is to spotlight the locomotive (from below) so that it can be seen at night.

Our reaction to the Maddil spar is mixed. Although it can be seen for considerable distance in either direction it has the appearance of a piece of construction equipment to someone not knowledgeable about logging. Consideration should be given to relocating it but we are not sure where. An improved "You are Here" sign is needed for the pedestrian entrance area. It should be accompanied by kiosk type structures displaying old photographs of logging and photographs of the exhibits and grounds.

8.5.4 Prices

Revenues for the 1983 operating season are likely to be approximately $10,000 less than 1982 based on an attendance figure that remained fairly constant. Virtually all of this revenue loss appears due to reductions in the family pass and children's ticket rate. With hindsight, the decision to reduce these rates probably didn't work, based on the knowledge that the museum is perceived to provide good value.

We recommend the museum reinstate the 1982 price structure for 1984 for all general admissions. These prices are competitive by comparison to other attractions and, according to the survey results, provide good value for money. The only general admission rate change is an alteration of the family rate to $8.75 to reflect costs for two adults and one child.

There are some other increases proposed for season's passes, to reflect their actual usage. In 1983, just over 200 family passes were sold, and were used an average of 9.5 times. Only twenty single season's passes were sold with an average usage of six times. We suggest all passes reflect a breakeven after approximately three trips. In other words, the adult pass would cost $10.00 and the family pass $24.00. However, because this procedure causes a sharp increase in family pass rates, they should be phased in over two years with the 1984 rate being $20.00.

It is recommended that management monitor the sensitivity to prices closely in order to be alerted before a threshold rate is reached at which business is turning away. If this occurs, special pricing packages may be necessary to rebuild attendance. Management should also trace attendance throughout the week to check for consistently low days. If these are detected, special promotions might be necessary such as a restaurant cooperative campaign or by offering a free coffee (say) with a regular admission.

Table 12

ADMISSION RATES

GENERAL	1979	1980	1981	1982	1983	1984 (proposed)
Adults	$ 2.00	$ 2.00	$ 3.00	$ 3.50	$ 3.50	$ 3.50
O.A.P.	1.50	1.50	2.00	2.50	2.00	2.50
Group	1.50	1.50	2.00	2.50	3.00	3.00
Student	-	-	1.00	2.50	1.00	2.50
Child	.50	.50	1.00	1.75	1.00	1.75
Family	-	-	7.00	9.00	7.00	8.75
SCHOOL GROUPS						
Children	$ .40	$ .50	$ 1.00	$ 1.00	$ 1.00	$ 1.00
Teachers	-	-	-	-	Free	Free
Parents	-	-	2.00	2.50	3.00	2.00
SEASONS PASS						
Adult	-	-	$10.00	$10.00	$10.00	$10.50
Child	-	-	5.00	5.00	5.00	5.00
Student	-	-	8.00	8.00	5.00	8.00
O.A.P.	-	-	8.00	8.00	6.00	8.00
Family	-	-	20.00	20.00	15.00	19.00

9.0 FINANCIAL

9.1 Capital Costs

Capital costs have been estimated for the major facilities proposed. These estimates are based on typical 1983 construction costs per unit of measurement. The reader is cautioned that these are preliminary budget estimates only, based on current commercial construction trade rates. Cost savings are expected because of the ability of using museum staff and staff hired through special government programs to undertake portions of the work. Lumber costs are also expected to be reduced by cutting construction timbers and other framing material on-site.

Due to these cost cutting measures, we have attempted to illustrate costs in two ways - a market or going rate cost, and a museum cost taking into account available cost-cutting possibilities.

Administration/Orientation/Display Building: The building as drawn covers 1,022 sq. m (11,000 sq. ft.) and will require construction to museum standards. Standards of particular note are control of temperature, humidity, and sunlight, plus fire protection and security. Construction costs are estimated at $60 per sq. ft. including site preparation, building construction and mechanical services totalling $660,000. Furnishings and equipment costs add an additional $50,000.

Utilization of government assistance programs, and on-site lumber preparation will pose significant cost reductions, probably in the order of 50%, or $330,000.

Parking Lot: Expansion costs for the parking lot are estimated at $700 per stall for market costs and $500 per stall for museum costs. Resurfacing may add an additional $10,000.

Railway Extension: The railway station has been costed at two ties per metre (1,000 ties); related spikes and tie plates; and 5,000 yards of fill. Ties have been costed at $17 each (museum estimate), while fill is estimated at $2.50 per yard and rail, etc. at $10 per tie. Total estimate for a market cost is $40,000 and closer to $32,000 for museum costs.

Cook House: An addition is planned for the "tree room" building to house the cook house kitchen. Renovation costs will be in the $8,000 range with equipment and furnishings costing an additional $20,000. A reduction of about $10,000 may be possible if done by museum staff, utilizing assistance programs.

Storage: Consolidation of storage in the existing service area is recommended after the collection plan is prepared. For financial purposes we have costed ten new shed-type bays (12' x 20') at $10 per sq. ft. or $24,000. Considerable savings are anticipated by utilizing museum lumber and staff, reducing the total outlay to perhaps $12,000.

Houses: Renovation of the four houses on the property could be costly. The Drinkwater House requires the most extensive renovations and market costs to refurbish to rentable condition are likely prohibitive. Utilizing museum staff will reduce this outlay considerably. The administration building and manager's house do not require nearly as much time and effort but some costs will still be incurred. The Somenos Farm House, to our knowledge, is also basically sound. Market costs to refurbish all houses to the building code are probably approaching $50,000 while museum costs are more likely around $20,000.

Logging Display Area: Figures are estimated for alterations to the Logging Display Area, particularly the proposed Harvesting precinct. Estimate includes mink shed removal, equipment relocation, skid road, shed display area and playground, for a market cost of $25,000 and a museum cost of $15,000.

Infrastructure: Costs to improve security, expand lower washrooms, connect to District water for fire protection and make other service oriented improvements estimated at $10,000.

Total costs for all improvements are approximately $930,000 if all materials, equipment and labour are purchased at market rates. Estimated costs for the museum are considerably less, perhaps in the range of $500,000. Although this is still a very substantial figure, it must be remembered improvements would take place over at least a five year period and perhaps longer.

Table 13

CAPITAL COSTS

DESCRIPTION	SIZE	MARKET COST		MUSEUM COST	
		PER UNIT	TOTAL	PER UNIT	TOTAL
1. Orientation Building	11,000 sq. ft. (1022 sq. m	$60/sq. ft.	$660,000	$30/sq. ft.	$330,000
Furnishings/Equipment			50,000		25,000
			710,000		355,000
2, Parking Lot	40 new	$700/stall	28,000	$500/stall	20,000
Resurfacing			10,000		10,000
			38,000		30,000
3. Railway Extension	1600 ft. (500 m)				
Ties	1,000	$ 17	17,000	$ 17	17,000
Fill	5,000 yards	$ 2.50	12,500	$ 1.00	5,000
Rail/Spikes/Plates		$ 10/tie	10,000	$ 10/tie	10,000
			39,500		32,000
4. Cook House	200 sq. ft. addition	$ 40/sq. ft.	8,000	$ 20	4,000
Equipment/Furnishings			25,000		20,000
			33,000		24,000
5. Storage	10-240 sq. ft.	$ 10/sq. ft.	24,000	$ 5/sq. ft.	12,000
6. Houses	-	-	50,000		20,000
7. Logging Display Area			25,000		15,000
8. Infrastructure			10,000		10,000
TOTAL			$929,500		$498,000

Table 14

9.2 PRO FORMA OPERATING BUDGET

(1984 constant dollars)

EXPENDITURES	EXISTING (1982)	CONTINGENCY (Year 1)	SHORT TERM (Year 3)	LONG TERM (Year 5)
Salaries and Wages				
Manager	$ 32,928	$ 34,500	$ 34,500	$ 34,500
Senior Railway Engineer	24,766	26,000	26,000	26,000
Railway Engineer	23,423	24,500	24,500	24,500
Maintenance Supervisor	23,423	24,500	24,500	24,500
Office Clerk	18,900	19,800	15,000	15,000
Conservator	6,000	12,000	16,000	24,000
Program Officer	13,289	13,900	22,000	22,000
Mechanic/Handyman	7,875	8,300	18,000	18,000
Summer Students	31,000	31,000	43,000	67,000
Curatorial Assistant	-	-	24,000	24,000
Business Manager	-	-	-	24,000
Clerk/Receptionist (part-time)	-	-	-	9,000
Handyman (part-time)	-	-	-	10,000
	182,104	211,000	247,500	322,500
Benefits	15,750	16,500	29,700	48,000
Contingency	-	-	24,700	32,000
	197,854	227,500	301,900	402,500
Supplies and Services				
Advertising	7,622	16,000	24,000	35,000
Bank Charges	302	300	500	500
Fuel	16,646	15,000	18,000	20,000
Supplies, Repairs, Maintenance	9,744	25,000	30,000	40,000
Legal Audit	2,668	4,000	4,000	4,000
Licenses, Dues, Inspections	1,318	2,000	2,000	2,000
Utilities	9,613	10,000	10,000	10,000
Telephone	2,488	2,000	3,000	5,000
Office	2,357	2,000	2,000	4,000
Special Occasions	2,054	3,000	4,000	6,000
Travel	971	2,000	3,000	5,000
	55,783	81,300	105,500	141,500
Total Expenditures	$253,637	$308,800	$402,400	$544,000

Notes

1. All salaries are based on 1983-84 figures, increased 5% to reflect the 1984 operating season.

2. Benefits are based on 1983-84 representing approximately 15% of permanent salaried positions.

3. By year 3,

   - a Curatorial Assistant has been hired, plus full time positions for mechanic/handyman and Tour Program Coordinator.
   - Office clerk function has been lowered in salary.
   - Increased programing on summer evening hours has raised summer staff costs by three positions.
   - Conservator's salary becomes a 75% Museum responsibility.
   - Contingency of 10% of all salaries.
   - Non salaried volunteer program expanded.
   - Benefits increased from 8.7% to 12%.

4. By Year 5

   - All of the above, plus
   - Six additional summer students (tours plus cook house)
   - Business Manager's position added
   - Part-time office assistance
   - Part-time handyman
   - Contingency of 10%
   - Non salaried volunteer program expanded
   - Conservator's salary is 100% Museum responsibility
   - Benefits increased to 15%.

5. Advertising at 10% of revenues.

Table 14 (cont'd)

REVENUE	EXISTING (1982)	CONTINGENCY (Year 1)	SHORT TERM (Year 3)	LONG TERM (Year 5)
On Site				
Admissions	$ 92,614	$ 101,000	$ 157,500	$192,500
Gift Shop (net)	13,427	22,500	31,500	42,000
Snack Bar (net)	9,768	17,100	31,500	35,000
Rents	-	8,400	8,400	13,200
Interest	2,789	5,000	5,000	10,000
Miscellaneous	7,395	8,000	8,000	10,000
Cook House	-	-	-	52,500
Sub Total	125,993	162,000	241,900	255,200
Grants:				
Provincial Secretary	94,000	94,000	94,000	94,000
Ministry of Forests	30,000	30,000	30,000	30,000
Hoo Hoo Club	1,500	1,500	1,500	1,500
Municipality N. Cowichan	4,000	4,000	4,000	4,000
City of Duncan	1,000	1,000	1,000	1,000
Village of Lake Cowichan	500	500	500	500
Chamber of Commerce	3,000	3,000	3,000	3,000
Sub Total	134,000	134,000	134,000	134,000
Total Revenue	$259,993	$ 296,000	$ 375,900	$489,200
Revenue Shortfall	$ 6,356	$ 12,800	$ 21,500	$ 54,800
Proportion of Revenue Generated on Site	48.5%	52.5%	60.1%	65.3%

Year 1

1. Admissions revenue based on same weighted attendance revenue per head as 1982-83 ($2.25 x 45,000 = 101,250).

2. Gift Shop net revenue based on gross sales of $1.00 per head with 100% mark-up (or $.50 net per head).

3. Snack Bar net revenue of $.75 per head gross sales with 100% mark-up (or $.32 net per head).

4. Rents include Somenos Farm at $400 per month and Manager's House at $300 per month.

5. Grants are identical to the 1983-84 budget.

Year 3

1. Admissions revenue based on weighted attendance revenue of $3.00 per head ($2.50 x 63,000 = $157,500).

2. Gift Shop net revenue of $.50 per head.

3. Snack Bar net revenue of $.50 per head.

4. Rents as above.

5. Grants assumed as at present.

Year 5

1. Admissions revenue based on weighted attendance of $3.00 per head ($3.00 x 70,000 = $192,500).

2. Gift Shop net revenue increased 20% to $.60 per head.

3. Snack Bar net revenue of $.50 per head.

4. Rents include Somenos Farm at $500 per month, Administration at $300 per month and Drinkwater House at $300 per month.

5. Cook House net revenues at $.75 per head.

9.3 Funding Sources

The Forest Museum currently takes advantage of several funding sources categorized under operating grants and capital grants. (The Operations Section has covered proposed methods of internal revenue generation.)

Operating Grants annually come from the following agencies:

- B.C. Government - Provincial Secretary
- B.C. Ministry of Forests
- Municipality of North Cowichan
- City of Duncan
- Village of Lake Cowichan
- Hoo Hoo Club

Additionally periodic grants have come from the Council of Forest Industries and Duncan-Cowichan Chamber of Commerce as well as the contribution of time and personnel from the Provincial Museum. Capital grants have historically come from a selection of agencies that have made one-time grants.

Since most granting agencies are reducing their commitments, it will be necessary to be very thorough and persistent in soliciting new funding sources. This is an area where board members should be particularly active. We have prepared a listing of possible sources under a number of headings. We recommend that staff secure the specific, up-to-date guidelines for these programs and determine their eligibility for specific components of the development program. The manager and financial committee of the board of directors should then prepare a program for approaching respective sources.

National Museums of Canada

- Associate Museum Program
- Exhibitions Assistance Program
- Special Activities Assistance Program
- Training Assistance Program
- Upgrading and Equipment Assistance Program

Federal Department Agencies and Crown Corporations

- Regional Expansion (ex Industry, Trade and Commerce/Regional Economic Expansion)
  - Industrial and Regional Expansion Program
- Canada Council
  - Operating and Special Projects Grants
- Employment and Immigration
  - Local Employment Assistance Program (LEAP)
  - New Employment Expansion and Development Program (NEED)

Note: It is understood these two programs will be terminated to be replaced by a Canada Works Program. Its main thrust will be "recovery and economic development" oriented, being eligible to both non-profit and commercial enterprises.

Foundations

British Columbia has 37 registered foundations whose objectives cover a wide range of topics of which several are appropriate. There are also several national foundations having appropriate goals.

Other Sources

There are several other sources that should receive attention. We have provided suggestions only and recommend that the board of directors with staff assistance satisfy themselves about funding possibilities.

- Second Century Fund
- B.C. Heritage Trust
- Lotteries Funds
- Cowichan Valley Regional District
- Endowment Fund
- Canadian Council of Forest Industries
- Individual forest companies
- Private donations
- Investment management
- Bequests

Table 15

DEVELOPMENT TIME FRAME

ITEMS	CONTINGENCY	SHORT TERM	LONG TERM
Theme	- Concentrate on logging	- Acknowledge logging focus - Expand illustrations of non-steam logging - Provide links between all themed areas - Provide more obvious thematic areas within existing developed area	- Expand displays and story line to make more complete use of the property - Include the marshes and Somenos Farm - Story line to include natural history, settlement, wood utilization as budgets allow
Entrance	- Leave as is	- Remove tree room exhibit - Replace with themed display using existing artifacts - Build a model of the property	- Construct museum building to act as entrance, orientation, display and administration
Train Station/Gift Shop	- Leave in present location - Expand knowledge of gift shop business	- Leave in present location - Stock with market oriented gifts	- Retain exit through gift shop - Move gift shop to museum building for winter
Railway	- Continue planned track and tie maintenance program - Continue maintenance of locomotives and railcars	- Same as contingency	- Expand railway around Somenos Farm (Approx. 500 m)
Food Service	- Improve operational controls	- Expand menu	- Themed food service to logging camp fare - Construct cook house type eating facility at entrance
Storage	- Continue inventory - Initiate de-accessioning program - Plan consolidation program	- Utilize basement of proposed conservation area - Continue insulating and climatic control	- Enclose large item storage sheds - Continue improvement of controlled environment storage

DEVELOPMENT TIME FRAME (cont'd)

ITEMS	CONTINGENCY	SHORT TERM	LONG TERM
Forest Area	- Design interpretation program - Write labels	- Install lebels on new posts - Provide benches - Improve directional signage - Install kiosk interpretation stations	- Same as short term
Parking	- Leave as is	- Design parking lot expansion - Fill area towards highway - Drain	- Create 40 new spaces - Expand lot towards highway - Improve design and flow - Improve bus access - Pave - Expand entrance
Fire Protection	- Ensure maintenance of on-ground systems	- Continue maintenance of on-ground equipment - Initiate negotiations to tap N. Cowichan district system	- Install on-ground fire hydrants to supplement mobile systems
Security	- Continue fencing and on-ground alarm systems	- Complete fencing - Locate grounds keeper on property - Staff to regularly tour grounds	- Maintain fencing - Keep grounds keeper on property year round - Wired alarm system
Washrooms	- Continue maintenance	- Continue maintenance - Move upper area septic field under level-crossing - Double lower washroom facilities	- Additional washrooms in the entrance and food service buildings
Signage/Visibility	- Negotiations with Highways to improve signage to the north	- Install at least one additional large sign to the north - Keep parking lot visible from highway - Install a large arrow sign on Drinkwater Road - Decide on Maddil spar's fate and signage use - Construct "you are here" kioski in parking lot	- Monitor direction of travel of users and prepare - Maintain visibility to highway

DEVELOPMENT TIME FRAME (cont'd)

ITEMS	CONTINGENCY	SHORT TERM	LONG TERM
Interpretation	- Initiate museum guide book - Improve display signage - Design story-line and interpretation program	- Install signs and labels - Improve "you are here" sign - Initiate guided tours of entire property - Increase frequency of films - Print guide book	- Consider audio (cassette) interpretation - Maintain summer evening opening - Expand tour program - Utilize working displays
Entertainment	- Maintain "hands-on" philosophy	- Test working displays/demonstrations - Build childrens play area - Consolidate "hands-on" area	- Expand activity area demonstrations - Test logger sports entertainment
Inventorying	- Continue inventorying	- Complete inventory	- Maintain inventory - Produce catalogue
Maintenance/Conservation	- Continue maintenance as needed - Continue conservation program as outlined in Conservator's report	- Paint, repair and maintain as necessary - Continue conservation and stabilization of priority items - Produce long term conservation plan	- Continue repairs and maintenance - Implement conservation plan
Marketing	- Reprint existing brochure - Design first annual marketing program	- Design and print new brochure - Selected media placements - Initiate promotional campaigns	- Reprint brochure - Continue most beneficial media - Continue most successful promotions
Staff	- No new staff	- Curatorial Assistant - Tour Program Coordinator (full-time) - Maintenance Assistant (full-time)	- Business Manager - Accounting/Receptionist - Maintenance Assistant

DEVELOPMENT TIME FRAME (cont'd)

ITEMS	CONTINGENCY	SHORT TERM	LONG TERM
Logging Display Area	- Orient equipment by era - Fix log building leaks - Improve signage	- Build skid road - Complete dioramas - Remove carriages/buggies - Move mink stalls - Plan entertainment activities - Design a saw display/demonstration - Move slabs and saw blade - Move high-lead display	- Build playground area - Move Shay and Climax locomotives - Relocate climb-on equipment
Marshes	- Continue agreements with Ducks Unlimited	- Same as contingency	- Improve access from museum grounds - Build trails on dykes - Explore native encampment possibilities
Somenos Farm	- Continue leasing	- Continue leasing	- Prepare settlement era story line - Explore horse logging display possibilities - Review wildlife preserve requirements
Drinkwater House	- Leave vacant - Price renovation costs	- Stabilize, renovate and lease	- Continue leasing - Explore heritage refurbishing
Manager's House	- Continue to rent	- Convert to conservation area	- Same as short term
Conservation	- Continue as at present	- Continue as at present	- Move to Manager's house

10.0 ADMINISTRATION

10.1 Management

This section of the plan is intended to outline management and organizational requirements for successful implementation of the plan. It reviews the roles and responsibilities of management in the plan's evolution, including the board of directors, the executive committee, and key staff functions.

In preparing this section we have attempted not to be redundant by including documents or descriptions that have previously been written on various administrative matters, but have focussed on the issues that require resolution or action. Most of these issues cannot be resolved herein as they need to be resolved by management. Our intent is to provide guidance and direction.

A critical issue for successful development of the plan is to confirm and endorse the roles and responsibilities of the board of directors and paid staff. We have noted several potential problem areas that should be resolved.

10.1.1 Board of Directors

Successful implementation of the plan, particularly the building program, will require continued involvement and commitment of the board of directors. Although they are all volunteers, directing museum development and operations over the next five years will be a demanding task and will likely require increased time commitments.

The following guidelines outline the basic responsibilities of directors:

- to establish museum policies and objectives
- to ensure financial stability
- to maintain museum integrity
- to provide direction.

Within this framework we suggest the board of directors need to address several issues before the plan is implemented. They are as follows:

Museum Policy: The museum has a policy written in 1968 and updated in 1979. If this is the official and endorsed policy, it should have framed the basis for ongoing operations. It appears that the policies have not been adhered to in several areas. If our B.C. Forest Museum Development Plan is accepted, it should become the basis for direction through the 1980's and a revised policy prepared and endorsed. The document should be a concise statement of policy with details of operating procedures. This is essential to ensure the museum remains on track in all areas of operation, and to provide written guidance to staff - guidance against which operations can be monitored.

Committee Structure: The board currently utilizes a committee structure to deal with topic of concern as needed. We suggest the committee structure be formalized under three separate standing committees having responsibility for Planning, Operations and the Collection. All museum functions would be grouped under one of these headings with individuals or sub-committees struck to deal with specific topics. This would spread the workload of the present Executive Committee members among more people and allow a consistent framework within which to work.

Chain of Command: There appears to have been occasions when board members have taken it upon themselves to get involved in day-to-day activities of the museum. This is not in the best interest of the museum as confusion among management and staff, and operational inefficiencies usually result. Directors should restrict their functions to overall policy and guidance issues while leaving the implementation of the policy, through directions from the president, to staff.

Board Participation: The constitution dictates that the board be made up of representatives of various agencies, presumably in recognition of contributions by the agency to the museum. Within this restriction, nominations of new board members should be made based on the individual's skills and the services they bring. New directors should be encouraged if existing board members tire of the responsibility or lose interest.

10.1.2 Staff

In the area of staffing, we have been directed to look at the organizational structure and staff requirements. This we have done over the proposed five year implementation schedule starting with the present situation and outlining the needs for the short term and longer term. (Because of the dependence of longer term staff requirements on the status of the proposed building program and on actual attendance, we have restricted our review to the key functions that will be needed.)

The museum currently employs six full time employees and two part-time persons, plus several seasonal staff as funds permit. The permanent staff includes a:

- manager
- office clerk
- conservator
- building/grounds/exhibit maintenance man
- senior railway engineer
- railway engineer
- school program officer (part-time)
- mechanic (part-time)

The organizational structure is horizontal with all individuals reporting directly to the manager. This is not an efficient chain of command as too much operational detail becomes the manager's responsibility, reducing his ability to tend to the job of "managing." In the short term we recommend three changes. (See Table 16 for the organizational structures.) An assistant manager or actually a

curatorial assistant be hired as soon as possible followed by full time designation of the school program coordinator and mechanic/ handyman.

The curatorial assistant would have the following functions:

- overall responsibility for care of the collection
- responsibility for exhibits, displays and interpretation
- collection responsibility regarding receiving, accessioning and storage
- oversee maintenance of all museum records, files and accounts
- manages the museum profit centres.

The functions of the program coordinator would be extended from school programs to all museum programs with specific reference to:

- an expanded tour guide program
- staff training
- an expanded volunteer program
- an expanded school program
- special events
- community relations.

The handyman position would provide assistance to building/ grounds/maintenance person including:

- buildings janitorial services
- groundskeeping
- buildings maintenance
- equipment repairs.

This designation of staffing provides a task oriented approach to managing the museum. It sets out a workable chain of command operating under two separate branches, one overseeing all technical services, and the other responsible for curatorial functions. In terms of staffing, this structure necessitates addition of two person-years of employment through full time designation of the existing school program coordinator and the mechanic/handyman, plus filling the previously budgeted assistant manager's position.

In light of proposed operations changes and an expanded building program, the curatorial assistant's position becomes critical to the museum's future. Much of the day-to-day operation of the museum becomes the responsibility of this person. This is intentional as it relieves the manager of these specific tasks and allows him to devote full-time attention to overseeing all facits of the museum's development and operation.

The one major responsibility of this function that does not belong logically to a "curator" is responsibility for the museum's profit centres, namely the gift shop and snack bar. Due to the financial reality of limited budgets and the need to spread responsibility among a small core staff, we recommend the curatorial assistant have operational responsibility for this function in the short term.

The short term organizational structure as described has specific tasks charged to identifiable staff positions. By design it allows the manager to manage with overall responsibility for museum success, and specific responsibility for supervision and financial management. It also specifically designates marketing as a critical manager function. We feel this has been an overlooked function, and perhaps the task that deserves the most immediate attention. Of all the proposals made in this report, it alone has the possibility of bringing more people to the facility and thereby increasing financial performance.

A specific staff complement profile for the longer term is more difficult as it depends on completion of the proposed building program, and on increasing attendance. In any event, additional management staff will probably be required to handle three specific functions - namely marketing, business management of the profit centres, and conservation. A presently unknown number of support staff would be required. Consequently, we have proposed an administrative structure, reporting network and functional responsibilities, but have not indicated actual staffing.

The business manager would take over responsibility from the curatorial assistant of all profit centres. This includes the gift shop, both food service outlets, rentals, investments, and other financial sources. He would be responsible for business planning, day-to-day operations, and financial controls under the general direction of the manager.

This position will likely have a marketing function reporting to it at some time in the future, conceivably within the next five years. This individual would be responsible for market research, market planning, media plans, tour bookings, publicity and public relations.

The expanded functions and activities of the museum will also put more demands on the administrative office which will likely require an additional bookkeeper/receptionist. It is strongly recommended that the museum anticipate getting a micro-computer for its administrative and collection oriented record keeping. This machine should be used for accounts receivable/payable, payroll, cash flow, financial statements plus user survey analysis, word processing and mailing lists. It should pay for itself within two years by reducing audit costs and reducing staff time.

It is anticipated the expanded story line towards man and the forests will put increasing demands on the collection resulting in increased conservation and maintenance. All existing items in the collection will also be five years older. Actual requirements will have to await reviews of implementation progress, but it is likely additional assistance will be necessary in both the collection conservation and maintenance of equipment, buildings and grounds.

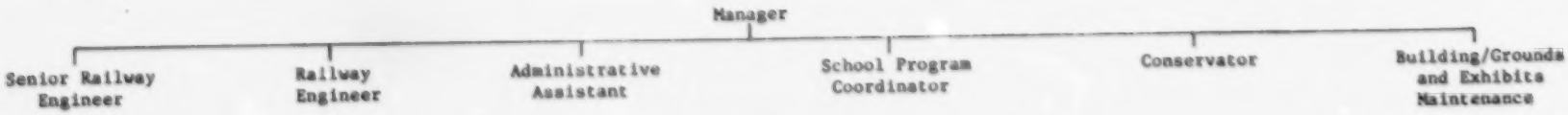
An alternative to increasing museum budgets to this function, is more direct involvement by the Provincial Museum. Since the Forest Museum collection is provincially owned and physically close to Victoria, an expanded role by the province has merit. However, since this procedure will involve a higher level of commitment than is presently the case, we suggest it as a possibility to be discussed by the board of directors and the Provincial Secretary.

operation.

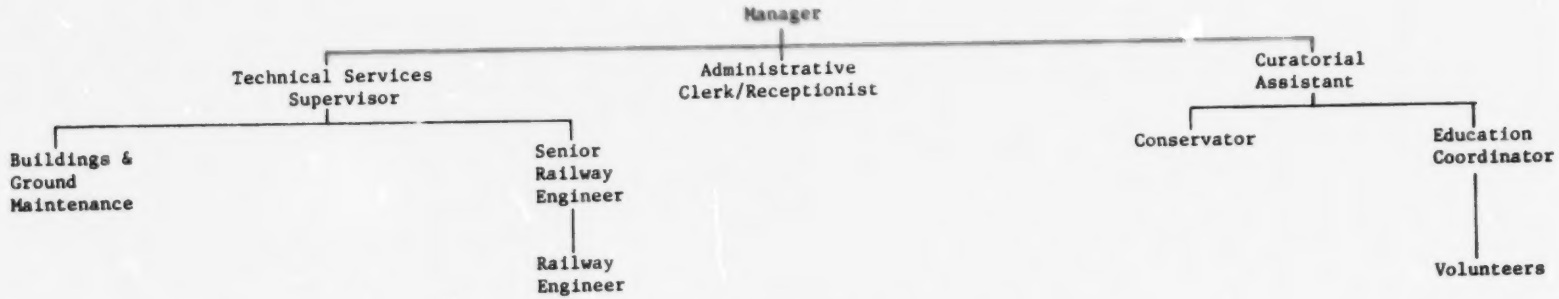
Table 16

ORGANIZATIONAL STRUCTURE

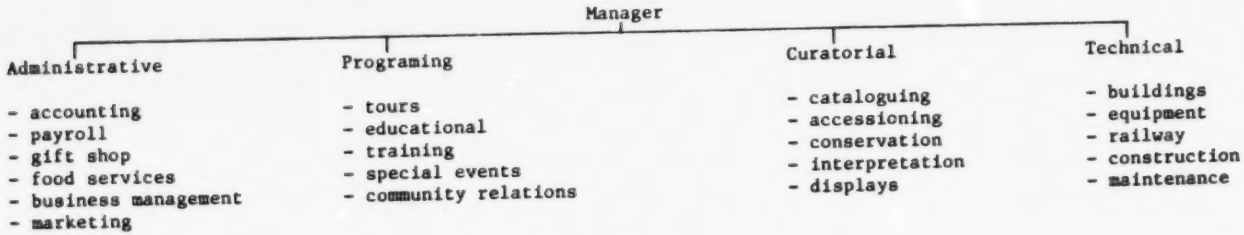
(EXISTING)



(SHORT TERM)



(LONG TERM)



11.0 COLLECTION POLICY

The British Columbia Forest Museum will require a collection plan in order that items on display can provide the most appropriate interpretation of the museum's mandate. This issue has not been of particularly high concern in the past because most of the logging related items are already in place. The focus has caused the museum to orient its story around the existing collecting rather than collecting to a plan.

The collection plan should be based on the museum's mandate as specified by constitution, and on its story line as directed by management. The latter should evolve out of this report, once endorsed by the board of directors. We recommend the preparation of this story line and the museum's interpretive direction become priorities for action.

In any event, before initiating the collection plan, it is necessary to have a policy in place. The policy document is intended to provide overall guidance and the framework within which collecting should take place.

The following pages present a suggested collection policy. It deals with responsibility for the collection, acquisition procedures, documentation, care/preservation, uses and de-accessioning.

Collections:

- The collections of the British Columbia Forest Museum shall relate to the history of British Columbia.
- The collections shall be divided into specific categories as appropriate
- Standards for the care and development of collections shall be the responsibility of the board of directors.

Collection Acquisition:

- Appropriate material may be added to the museum's collection through gift, purchase or exchange.
- Additions to the collections shall conform to a plan developed by the museum.

- Objects will be acquired only if the museum has adequate resources to document, preserve, exhibit and interpret such objects or collections of objects as applicable in accordance with the highest professional standards.

- New acquisitions will be screened according to the following criteria:

  (a) relationship of the material to the already existing museum collection;

  (b) condition and cost, including any costs of maintenance or conservation;

  (c) availability of space;

  (d) quality; rarity; historical, scientific or technical value; educational value; cultural importance.

- The acquisition of collections shall conform with all existing binding international conventions and federal, provincial and municipal laws and regulations.

- When appropriate, proof of title may be required from a donor or seller before an artifact or collection is acquired by the museum.

- Staff involved in acquiring collections are to be aware of applicable legislation.

- Personal collecting by Directors and their immediate families or by employees and their immediate families is not to be in competition with the collecting activities of the museum. No Director or employee may use his/her museum connection to promote his/her personal collecting.

- Agents collecting for the museum who are not employees of the museum must clearly indicate their status to potential vendors or donors.

- No addition shall be accepted for the museum's collection subject to conditions imposed by a previous owner constraining the museum's right to exercise full stewardship, care, use, management or disposition of it according to the museum's policy.

Documentation:

- It is a primary responsibility of the museum to ensure that all useful data relevant to its collections are adequately documented and preserved.

- Every item accessioned into the museum's collection shall be fully registered and catalogued without undue delay.

- Catalogue data to be recorded shall include all available basic information known to be reliable regarding descriptive, contextual or other attributes.

- Donors of material accepted for accessioning shall receive official and timely acknowledgement.

- All museum documentation relating to collections shall be available for reasonable public access.

- Objects which are models or replicas shall be suitable identified as such on the object as well as on all records.

- A duplicate set of the vital documentation and records shall be kept in some form in a secure location outside the museum premises.

Collection Care and Preservation:

- The care and preservation of the collections are the responsibility of the staff person delegated curatorial responsibility.

- Practices of care and preservation shall be consistent with the best available information on the subject and with the advice of the Conservator.

- Regular maintenance of collections shall be scheduled with the advice of the Conservator.

- Storage or warehousing of the collection to be assisted by the Provincial Museum.

Use of Collections:

- Collections may be used as appropriate to their class and condition so as to further the aims of the museum.

- Any proposed use which is contrary to museum responsibilities and policies, or which the Board of Directors deem to be inappropriate, shall be denied.

- Objects from any collection class may be used in exhibits within the museum where environmental and security provisions are adequate to ensure their integrity and safety.

- Individuals or representatives of other organizations may have reasonable access to collections in the museum for valid non-commercial research and information-gathering purposes at the Manager's discretion.

- Cost to the museum (including staff time and use of facilities), collection care and security, and relationship to the museum's responsibilities and priorities shall be taken into account in permitting, denying, or restricting such public access.

- Any use of the collection intended for the financial profit of another organization or individual will be considered only if it is entirely consistent with the aims, responsibilities and policies of the museum and is clearly in the public benefit.

- Any such use for profit shall require approval of the Manager, and if appropriate, President of the Society, and Deputy Minister responsible.

- When appropriate, authorized commercial or profitable use of the collection shall be charged for at a rate set by the museum and based on the estimated cost of collecting the information or material being used.

- Loans of museum collection material may be made to other institutions for educational or exhibit purposes providing it can be reasonably assured the objects loaned will continuously receive no less than the same levels of care and security accorded them in the museum.

- Any loan shall require a written agreement signed by authorized representatives of the museum and the borrowing institution. The museum shall maintain full documentation of each loan.

- The duration of each loan shall be specified and shall not exceed one year but where appropriate a renewal period may be negotiated prior to the return date.

- The museum shall, if warranted, require that objects loaned be covered by insurance at the borrowing institution's expense.

- Loans shall require approval of the board of directors.

<u>De-Accessioning Collections</u>:

- Museums constantly review all materials in the collections. They periodically subject the material to strict scrutiny to determine condition and relationship to the collecting objectives and mandate. As a result of changing historical perspectives, the acquisition of superior examples of a class of artifact already represented and redundancies which may become apparent in the collections, it will, from time to time, be desirable to remove certain objects from the collections. Such removals will only be undertaken as a part of an ongoing refinement of the collection. De-accessioning of material will require the written approval of the board of directors.

- The Minister's written approval shall be required, where in the judgement of the board of directors, the value or significance make it necessary.

- Objects or materials de-accessioned from the museum's collections may be disposed of according to their nature and the circumstances in one of the following ways:

  (a) by transferring stewardship to another institution capable of offering them an adequate standard of curation;

  (b) by sale;

  (c) by destruction;

  (d) by exchange.

- Sale shall be through proper government of British Columbia process.

Inventory:

- All collections shall be inventoried on a stated regular basis.

- The museum shall establish a procedure for inventory.

Insurance:

- All collections shall be insured for their replacement value. This includes objects in storage, on exhibit and/or on loan.

- All objects held in the custody of the museum for attribution, study, identification or whatever shall be insured.

Collections Belonging to Others:

- Collections and specimens belonging to other persons or institutions may be stored temporarily by the museum only while it is in the interest of the museum to do so, when the museum is able to store them adequately, and during the time when a formal agreement between the museum and the other party is in force.

- Museum staff may identify and authenticate materials in the possession of other organizations or individuals when it is in the interests of the museum to do so.

- Museum staff shall not provide monetary evaluations of any materials excepting only where such evaluations are required for insurance purposes and are in the best interests of the museum. Any such evaluations shall be considered confidential information for the primary parties only.

Definition of Terms Used in this Policy

(i) Collect: to acquire material for the collections through purchase, donation or exchange, in a manner that is consistent with the Museum's Collections Policy and the ethics of the museum profession.

(ii) Preserve: to ensure that all due precaution is observed in the physical handling, storage and display of collections as well as their protection, stabilization or restoration so that they are preserved for future generations.

(iii) Document: to register and catalogue material in the collections accurately and completely, and so that the significance of the material is identified.

(iv) Display: to present objects and related materials.

(v) Interpret: to aid understanding,

(a) through displays and exhibitions of material, communicating to the museum visitor the meaning and significance of our forest history;

(b) through programmes and activities of all kinds, that reflect the results of research, audience needs, the museum's collections and exhibits, and the resources and services of the museum;

(c) through oral and written communications, information concerning the collections, and the discipline which they encompass, to all approaching the museum.

(vi) Accession: the addition or acquisition of material for the collections in a manner that is consistent with the Museum's Collections Policy.

(vii) De-accession: the removal of objects from the collections, as a part of an ongoing refinement of the collection.

(viii) Curator: a museum professional, often with academic credentials in the appropriate discipline, who has responsibility for the care of the collections, or a specific area of the collections, including their acquisition, removal, preservation, documentation, and interpretation.

(ix) Conservator: a museum professional who has been trained in the preservation of artifacts, and who has responsibility for the preservation of the artifacts in the museum's collections.

APPENDIX

Appendix A

POPULATIONS

Primary Local Market: (1½ hour drive)

Capital Regional District	247,373
Cowichan Valley Regional District	49,839
Nanaimo Regional District	76,602
	373,814

Secondary Resident Market: (1½ - 3 hour drive)

Alberni Clayoquot Regional District	31,176
Comox Strathcona Regional District	67,739
less Electoral Areas I and J	(2,608)
Mount Waddington Regional District	13,692
less Electoral Area A	(992)
	109,007

Source: Ministry of Municipal Affairs, Statistics Relating to Regional and Municipal Governments in British Columbia, June 1982.

Appendix B

MARKET ANALYSIS TECHNIQUES

I Visitors Overnighting in Duncan (May - October 1979)

Non B.C. Residents:	Visitors '79 parties overnighting Duncan		16,700
	x Party Size		2.3
	= Total persons		38,410
B.C. Residents:	@ 40% of total	=	25,607
Total Visitors Overnighting Duncan (May to October)			64,017 visitors
Total Visitor Parties Overnighting Duncan (May to October)			27,826 parties

II Visitors Passing Through Duncan (May - October 1979)

Non B.C. Residents:	Visitors '79 parties passing through Duncan		69,900
	x Party Size		2.9
	= Total persons		202,710
B.C. Residents:	@ 40% of total		135,140
Total Visitors Passing Through Duncan (May to October)			337,850 visitors
Total Visitor Parties Passing Through Duncan			116,500 parties

III Tourist Accommodation Utilization

Units of Accommodation and campsites in the Duncan area (Mill Bay to Ladysmith)		900
Room Nights available, May to October		183
Total Room Nights		164,700
Average tourist/non commercial occupancy, May to October		40%
Number of units/site nights occupied		65,880
Average length of stay	+	2.5
Estimated number of overnighting visitor parties (May to October)		26,352

IV Monthly Average Daily Two-Way Traffic (Vehicles)
(1980)

Highway 1, 0.2 km south of Highway 18 Intersection to Lake Cowichan

MONTH	NORTHBOUND	SOUTHBOUND	TOTAL DAILY			TOTAL MONTHLY	or TOTAL DISCRETIONARY (one way)	
January	4,992	6,584	11,576	x 31	=	358,856	100 x 31 = 3,100	
February	5,372	6,707	12,079	x 28	=	338,212	100 x 28 = 2,800	
March	5,584	6,841	12,425	x 31	=	385,175	150 x 31 = 4,650	
April	5,636	7,827	13,463	x 30	=	403,890	200 x 30 = 6,000	
May	5,795	8,006	13,801	x 31	=	427,831	500 x 31 =15,500	
June	5,923	8,014	13,937	x 30	=	418,110	700 x 30 =21,000	
July	5,746	10,800	16,546	x 31	=	512,926	1,400 x 31 =43,400	144,500
August	5,770	11,592	17,362	x 31	=	538,222	1,400 x 31 =43,400	
September	5,747	8,943	14,690	x 30	=	440,700	500 x 30 =15,000	
October	5,677	8,011	13,688	x 31	=	424,328	200 x 31 = 6,200	
November	5,453	6,821	12,274	x 30	=	368,220	150 x 30 = 4,500	
December	5,397	6,869	12,266	x 31	=	379,006	200 x 31 = 6,200	

Appendix C

B.C. FOREST MUSEUM VISITOR SURVEY

A survey of visitors to the British Columbia Forest Museum was conducted for 12 days in July and 24 days in August. There were 150 surveys completed during each month for a total of 300 surveys.

1. Where is your permanent residence?

(1)	Vancouver Island	36%
	Other British Columbia	21%
(2)	Remainder of Canada	22%
(3)	United States	12%
	Other	9%
		100%

The following breakdowns are calculated in two ways:

(a) on an over all percentage

(b) on a percentage per category. (These figures are enclosed in brackets.)

(1) Vancouver Island 36%

Victoria and Saanich Peninsula	(44%)	16%
Duncan and Surrounding Districts	(29%)	11%
Ladysmith, Chemainus	(8%)	3%
Nanaimo, Parksville	(14%)	5%
Other	(5%)	1%

(2) Remainder of Canada 22%

Alberta	(45%)	10%
Saskatchewan	(8%)	2%
Manitoba	(6%)	1%
Ontario	(25%)	6%
Quebec	(8%)	2%
Maritimes	(8%)	2%

(3) United States 12%

Washington	(31%)	4%
Oregon	(8%)	1%
California	(36%)	4%
Central States	(8%)	1%
Eastern States	(11%)	1%
Southern States	(6%)	1%

2. How many people are in your party?

The total number of persons of all parties surveyed total 1256. (776 adults total and 480 children total) From these figures we can deduce that the average size of one group attending the B.C. Forest Museum during the survey was:

4.2 Total persons per party
2.6 Adults per party
1.6 Children per party

Males	Females
2.15 per party	2.05 per party
1.20 adults per party	1.38 adults per party
.95 children per party	.67 children per party

3. In which direction did you travel to the Forest Museum?

North	61%
South	39%

4. How did you first hear of the Forest Museum?

Word of Mouth	34%
Highway signs	28%
Local Resident (been before)	22%
(1) Other	6%
Brochure on ferries	5%
Brochure elsewhere	4%
Newspaper	1%
Magazine	-

(1) Other 6%

Guide Books	2%
Tourism Information	1.5%
Tour Group	1.5%
Industry	2%
Engine on highway	

5. How many times have you visited the Forest Museum?

First visit	65%
Repeat visit	35%

Average number of repeat visits 4.25

6. Why are you visiting the Forest Museum?

Curiosity	29%
Enjoyed it in the past visits	19%
Interested in logging and foresty history	17%
Steam locomotive	14%
For the kids	10%
Interested in museums	6%
Other	5%

7. What did you enjoy most about the Forest Museum?

Everything	5%
Railway	28%
Man and the Forest	17%
Outdoor Equipment Displays	10%
Forester's Walk	7%
Logging Camp	6%
Pump Car Ride	6%
Atmosphere	4%
Staff	4%
Grounds	4%
Tour and Films	3%
Sawmill	2%
Gift Shop and Snack Bar	2%
Other	2%

8. What did you enjoy the least about the Forest Museum?

No answer or nothing	73%
Lack of interpretation and (or) continuity	5%
Insects or cleanliness	4%
Poor condition of exhibits	4%
Gift Shop and Snack Bar	4%
Train ride	2%
Weather	2%
Other visitors	2%
Other	4%

"Other" includes:

short hours
staff uniforms
scum on Somenos
lack of wheelchair access
the question
picnic area

9. How would you rate the Forest Museum?

As a museum

Excellent	54%
Good	43%
Adequate	3%
Fair	-

As an attraction

Excellent	43%
Good	51%
Adequate	5%
Fair	1%

Overall value for money

Excellent	54%
Good	38%
Adequate	4%
Fair	3%
Poor	1%

10. Approximately how many hours did you spend at the Forest Museum?

Average visit 2.26 hours

11. What areas of the Forest Museum did you visit?

These figures reflect a percentage of visitors that visited each of these exhibit areas.

Train ride	98%
Outdoor display	93%
Man and the Forest	93%
Gift Shop	77%
Logging Camp	76%
Forester's Walk	73%
Sawmill and area	70%
Tree Room	66%
Snack Bar	65%
Pump Car Ride	32%
Theatre	31%
Other	7%

12. What additions or improvements would you suggest?

None	36%
More or improved interpretation	12%
More working displays	8%
More track for train or pump car	7%
More safe activity for children	6%
More directional signage and grounds information	4%
Improved eating facilities	4%
Improved or additional exhibits on logging	3%
Keep the non-commercial atmosphere	2%
Improved theatre	1%
Other*	13%

* These responses were all less than .85% each.